

# Scorecard IV

## Federal Agencies: Closed to Small Business



A report prepared by the House Small Business Committee Democratic Staff  
Nydia M. Velázquez, Ranking Democratic Member  
June 25, 2003

## **Scorecard IV Introduction**

### **The Federal Marketplace is Closed to Small Enterprise in America**

Small business is big business in America. In 2002, there were approximately 23 million small businesses in the United States. These companies provide 75 percent of all new jobs added to the economy, represent 99 percent of all employers, and account for more than 50 percent of private sector output. Small businesses in America not only make contributions to our communities, but they are also the driver of our national economy.

With the current economic climate, the largest creator of new jobs in this country – small businesses – are faced with an uphill battle. The U.S. economy is in the worst hiring slump in 20 years, with the current unemployment rate hovering at 6 percent, its highest level since 1994. Our nation also faces the weakest economic growth under a president in 50 years, growing at a rate of only 2.4 percent in 2002. Since President Bush took office, the economy has lost a total of 3.1 million private sector jobs.

Even given the weak economy, the federal government – the largest buyer of goods and services in the world – has seen its purchasing power increase by nearly 7 percent in the last year, from \$220 billion in 2001 to \$235.4 billion in 2002. Unfortunately, this multi-billion dollar marketplace remains largely closed to small enterprise in America. In fact, the number of small business contract actions from 2001 to 2002 decreased by more than 14 percent. Scorecard IV shows how federal agencies are still failing to meet the grade, earning a D for their overall small business goal achievement in 2002.

For the last three years, the Democratic Members of the House Small Business Committee have released their annual Scorecard report. In Scorecard IV, the federal government failed to meet its small business goal for the third straight year in a row and also missed its women-owned, small disadvantaged and HUBZone business goals, costing small firms an estimated \$13.8 billion in lost contracting opportunities.

In March 2001 – more than a year ago – President Bush unveiled his small business agenda, which included opening up the federal marketplace as one of his top priorities. The Bush administration vowed to help the plight of small business and find ways to ease their lack of ability to penetrate the federal procurement system.

Yet this year the grades are worse than in previous Scorecards. In Scorecard IV, there are no A's, just four B's, and five C's. Twelve out of the 21 agencies evaluated received failing grades. There are nine D's, including four D-'s, and 3 F's. The three agencies that constitute the majority of federal procurement – the Department of Defense, the Department of Energy, and NASA – all received either D's or F's.

Compounding this is a recent General Accounting Office (GAO) report that showed the Federal Procurement Data System (FPDS), which serves as the government's accounting system for contract actions, fails to accurately reflect the number of contracts awarded to small businesses. The report concluded that large businesses were misrepresented – and miscounted – as small ones in the government's system. In the end, the state of contracting opportunities for small businesses is much worse than was previously believed.

It is women and minorities – two of the fastest-growing small business sectors – who continue to be hard hit by the flawed federal procurement system now in place. In the last decade, minority business ownership has reached an all-time high. In 2002, minorities owned 15 percent of all private U.S. firms, employing 4.5 million workers and generating \$591 billion in sales.

Yet in Scorecard IV, the small disadvantaged business goal of 5 percent was unmet, costing small disadvantaged businesses \$1.5 billion in federal contracting opportunities. The 8(a) Program – the main vehicle used by minorities to enter the federal marketplace – saw its steepest drop yet, with only 2.39 percent achievement, and a drop in the program by \$44 million in one year alone. The reason for this drop, in part, is that the 8(a) Program has not undergone any substantial changes in nearly two decades. Other contracting programs crowd an already tight marketplace, leaving many 8(a) companies vying for contracts.

Like minority-owned firms, women-owned firms are also booming, yet they do not fare much better in the federal procurement arena. As of 2002, there were an estimated 6.2 million majority-owned, privately-held women-owned firms in the U.S., employing 9.2 million people and generating \$1.15 trillion in sales.

Even with this growth and their reach into virtually every business sector, the federal government is unable to meet its women-owned business goal of 5 percent. With achievement in 2002 at 2.9 percent, the federal government cost women-owned businesses an estimated \$4.95 billion in lost contracting opportunities. Even though the bipartisan Women's Procurement Program was passed into law in 2000 to give women-owned small businesses greater access to the federal marketplace, the Bush administration has refused to implement it.

Given the government's dismal track record in Scorecard IV, it is evident that the president's small business agenda has been both inadequate and ineffective in stopping – or even curbing – agency practices that lead to missed small business goals, billions of dollars in lost contracting opportunities to small enterprise, and no additional savings to the taxpayer.

One agency practice that has been particularly damaging to small businesses is contract bundling. As a consequence of the Federal Acquisition Streamlining Act (FASA), enacted in 1994, and the Federal Acquisition Reform Act (FARA), passed in 1996, there has been a move to group contracts together, creating mega-contracts that prevent any small business participation.

Unfortunately, as documented in Scorecard IV and previous Scorecard reports, government agencies have systematically cut small businesses out of work for the federal government since the enactment of contract streamlining legislation eight years ago – without any of the cost savings envisioned.

As a follow up to his small business agenda, President Bush recently proposed to implement an Office of Management and Budget (OMB) plan to combat contract bundling. The regulations give additional duties to SBA Procurement Center Representatives (PCRs) when there are only 47 PCRs nationwide who already lack the necessary resources to perform their current functions. The overall proposal is so weak, it is unlikely that any small business will see increased federal contracting opportunities as a result. Even the administration's point person on procurement expressed concern about the plan's lack of resources.

The president's bundling plan also introduces dollar thresholds, leaving numerous small firms that perform contracts below these thresholds without any protection. If the goal of the president's plan is to increase small business opportunities, then this move is in direct contradiction to it. By doing this, small businesses would be stripped of the little protection they once had, since all bundled contracts had to at least go through some kind of review.

The president had the opportunity to demonstrate a commitment to expanding contracting opportunities for small business during the creation of the Department of Homeland Security (DHS). But in the president's original DHS plan, small business protections were absent. As a result, bipartisan small business provisions were included during the Department's creation by Congress, but they were later removed by the administration. This is inconsistent with the president's small business agenda and leaves departments within this multi-billion agency without requirements to contract with small companies.

Not only are there these systemic problems that the Bush plan has failed to rectify, but there are also serious problems in the current statute, including the appeals process. The process as it exists now allows the agency to be the final decisionmaker on contract bundling actions. This provides small businesses little – if any – chance to fight an agency on their decision to bundle a contract. Even the Offices of Small and Disadvantaged Business Utilization (OSDBUs), located within each agency to provide procurement support to small, minority and women-owned businesses, have almost no authority to challenge an agency's procurement strategy when it excludes small business.

Another problem is the loopholes that exist which allow more and more agencies to bypass any need to include small businesses as prime contractors by referring to contract bundling using different terms, such as "outsourcing," "long-term contract," and "third-party logistics."

The Small Business Administration (SBA) – the agency Congress has created to protect and promote small businesses – has little power in determining an agency's procurement strategy. The SBA has also shown a reluctance to use its influence to help small businesses even when the agency has the opportunity to do so. Most recently, the SBA could have stepped in to ensure small business involvement in a GSA contract (the FPDS Next Generation). Instead, the agency failed to help the small business involved and sided with the GSA. A small company won the contract, not because of the SBA, but rather in spite of the agency's actions.

Scorecard IV shows no real improvement in the federal marketplace for small businesses because systemic problems still exist. While federal agencies are mandated by law to meet their small business goals, their achievement of them, year after year, is elusive because the way the federal government buys, including the federal procurement process, needs to change. Only then will small businesses witness more opening – and larger opportunities – within the federal marketplace.

## Explanation of Small Business Goals

This report measures the degree to which 21 federal agencies that make up 96 percent of federal contract dollars accomplished their goals in the following programs:

- **Small Business Program:** Congress recognized a growing disparity between large and small business contracting, culminating with the creation of the Small Business Administration in 1953. In 1978, Congress required the creation of an Office of Small and Disadvantaged Business Utilization for every federal agency to remedy this ongoing problem. In 1988, Congress set a small business contracting goal of 20 percent, and raised that to 23 percent in 1997.

Last year, the government-wide small business achievement was 22.62 percent, short of the 23 percent goal. This cost small businesses approximately \$900 million in lost contracting opportunities.

- **Small Disadvantaged Business Program:** Congress created the Small Disadvantaged Business program in 1978 to remedy the disparity in federal contracts awarded to economically and socially disadvantaged entrepreneurs as determined by their net worth, education and business history.

Although the federally mandated small disadvantaged business goal is 5 percent, the overall achievement for agencies in 2002 was only 4.36 percent. This cost small disadvantaged businesses \$1.5 billion in lost contracting opportunities.

- **Women-Owned Business Program:** In 1979, Congress created the Office of Women's Business Ownership to support the growth and expansion of these businesses. In 1994, Congress placed a priority on women-owned enterprises in federal contracting through the Federal Acquisition Streamlining Act (FASA). FASA set a 5 percent women-owned business federal procurement goal. In an attempt to increase opportunities for women, a program was enacted in 2000 creating a limited competitive contracting program available in those industries that women have historically been unable to penetrate.

The government-wide goal of 5 percent was not met again in 2002, costing women-owned businesses \$4.95 billion in lost contracting opportunities as goal achievement hovered at 2.9 percent.

- **HUBZone:** Congress created the HUBZone program in 1997 to encourage development in low-income, high-unemployment communities. To qualify, companies must be located in a HUBZone and hire 30 percent of its employees from HUBZones.

The HUBZone goal was new last year and set at 2 percent of contracts. But the actual achievement was down from last year to only 0.71 percent. This cost HUBZone companies \$3 billion.

- **8(a) Program:** The 8(a) program was created in 1969 to address discrimination against minority-owned firms in federal procurement. There is no set goal, though President Clinton in Executive Order 13170 required all agencies to set their own 8(a) goals. To date, every agency has complied.

8(a) achievement dropped to 2.39 percent in 2002, down from a high in 1995 of 3.84 percent, amounting to a loss of approximately \$3.41 billion in lost contracting opportunities.

## Methodology

The Scorecard's methodology is designed to provide the most objective scoring possible. Based on data obtained from the General Services Administration's (GSA) Federal Procurement Data System (FPDS), the analysis follows four phases:

Phase I: Calculation of the percentage of goal achieved: If the percentage achieved was between 90 and 100, the grade was "A," if the percentage was between 80 and 90, the grade was "B," and so on.

Phase II: Determination of goal reasonableness: While federal law sets contracting goals for the entire government, the Small Business Administration (SBA) negotiates goals for all the programs with each agency based on their unique situation. Previous Scorecards highlighted the problem of SBA negotiating unreasonably low goals, which the agencies achieve easily or even exceed.

The methodology reflects this possibility by grading based on goal reasonableness as calculated by comparing the average goal *achievements* over the last four completed fiscal years (1998, 1999, 2000, 2001 and 2002) to average *goals* over that same period – if the agency's current (2002) goal was more than two percentage points below its average achievement, the goal was considered unreasonably low, and the agency was marked down one full letter grade.

Phase III: Comparison of current goal with mandated goals: Four of the five goals (small business, small disadvantaged business, HUBZone and women-owned business) are statutorily set government-wide as follows: 23 percent for small business, 5 percent for small disadvantaged business, 2 percent for HUBZone and 5 percent for women-owned business.

Many of the larger agencies have exceptionally low goals, and smaller agencies are expected to make up the difference. All agencies with goals below those mandated for them were marked down one full letter grade. If an agency had either an unreasonably low goal or a goal below the statutory requirement for the last two years, the agency was marked down an additional letter grade as a result of their poor performance. In addition, the agency was marked down yet another letter grade if it had an unreasonably low goal or goal below the statutory requirement for the last three years.

Phase IV: Assignment of a cumulative grade: After grades in all five programs were established for an agency, a cumulative grade was assigned. The grades in all categories were given the following points: Four points for an "A," three points for a "B," two points for a "C," and one point for a "D". All points were totaled and then divided by the four grades for an average.



If the average was four, the cumulative grade was an “A”; if the average was between three and four, the cumulative grade was a “B”; if the average was between two and three, the cumulative grade was a “C”; if the average was between one and two, the cumulative grade was a “D”; and if the average was below one, the grade was an “F”. Grades with a minus, i.e., “C-,” were assigned if the average of the four goals was less than 50 percent, e.g., 2.49 points was assigned a “C-,” while 2.50 points would have received a “C.”

## Scorecard IV Executive Summary

- Scorecard IV, like Scorecards I through III, is an analysis of the small business procurement goals of 21 federal agencies versus their actual achievements.
- The goals analyzed were: small business, small disadvantaged business, HUBZone, 8(a), and women-owned business.
- The 21 agencies selected for this report accounted for over 96 percent of all federal procurement from FY 1998 to FY 2002.
- From FY 2001 to FY 2002, federal procurement dollars rose 7 percent from approximately \$220 billion in FY 2001 to \$235.4 billion in 2002.
- Yet the number of small business contract actions from FY 2001 to FY 2002 decreased by more than 14 percent.
- The federal government missed its small business goal of 23 percent for the third year straight – the small business goal achievement was 22.62 percent.
- This failure cost small businesses \$900 million in lost contracting opportunities.
- The federal government missed its small disadvantaged business goal of 5 percent – the SDB goal achievement was 4.36 percent.
- This failure cost small disadvantaged businesses \$1.5 billion in federal contracting opportunities.
- The federal government's 8(a) Program goal achievement went down substantially from 2.86 percent in 2001 to 2.39 percent in 2002.
- 8(a) Program dollars also dropped by \$44 million – from \$6.28 billion in 2001 to \$5.84 billion in 2002.
- In 1995, the federal government's 8(a) achievement was approximately 3.84 percent. It has systematically declined since that time to an all-time low in 2002 of 2.39 percent, costing 8(a) firms approximately \$3.41 billion in lost contracting opportunities alone.
- The federal government missed its women-owned business goal of 5 percent – the women-owned business goal achievement was 2.9 percent.
- This failure cost women-owned businesses approximately \$4.95 billion in lost contracting opportunities.

- The federal government missed its HUBZone goal of 2 percent – achievement was .71 percent.
- This failure cost HUBZone businesses \$3 billion in lost contracting opportunities.
- In total, the government's failure to meet its small business goals cost small businesses \$13.8 billion in lost contracting opportunities.
- No federal agency evaluated for FY 2002 received an A. In Scorecard III, the Department of the Interior became the first and only agency to ever receive an A grade.
- There were two B grades – the Department of Agriculture and the Department of the Interior.
- Two agencies received B- grades. They were the Department of Health and Human Services and the Department of Veterans Affairs.
- Five agencies received a C grade, including the Department of Commerce, the Department of Labor, the Department of State, and the Department of Housing and Urban Development. The General Services Administration received a C-.
- Twelve agencies (more than half of those evaluated) received a grade of D or F.
- The D grades were given to the Department of Defense, the Office of Personnel Management, the Social Security Administration, the Department of the Treasury, and the Department of Justice.
- D- grades were given to the Environmental Protection Agency, the Small Business Administration, the Department of Transportation, and NASA.
- There were three F's given to the U.S. Agency for International Development, the Department of Education, and the Department of Energy.
- Twelve agencies were downgraded in their grades due to an unreasonably low small business goal or a small business goal below the mandated one.
- Seven of these agencies were downgraded again due to an unreasonably low or small business goal below the mandated one for either two or three years in a row.
- Eleven agencies were downgraded in their grades due to an unreasonably low small disadvantaged business goal or a goal set below the mandatory goal.
- Nine of these agencies were downgraded again due to an unreasonably low small disadvantaged business goal or a goal below the mandated small disadvantaged business goal either two or three years in a row.
- The overall government grade for Scorecard IV was a D (1.97 points).

The following table illustrates the grades for each agency for Scorecard IV versus the grades in Scorecards I, II and III:

Agency	Scorecard I	Scorecard II	Scorecard III	Scorecard IV
Agriculture	C-	C	B-	B
Interior	B	B	A	B
HHS	C-	D	D	B-
VA	B-	C	C	B-
Commerce	B-	C	C	C
Labor	D	B-	B-	C
State	C	C-	D	C
HUD	C	C	D	C
GSA	B	C-	C-	C-
Defense	D	D-	F	D
OPM	B-	B-	C	D
Social Security	C	C-	D	D
Treasury	B-	C-	D	D
Justice	C	C-	D	D
EPA	C-	C-	D	D-
SBA	C	C	D-	D-
Transportation	B-	C-	C	D-
NASA	B-	C	C-	D-
USAID	D	D	D	F
Education	F	D	D	F
Energy	F	D	D	F

#### Small Business Goal:

Based on statistics from the General Services Administration's Federal Procurement Data System (FPDS), the small business goal of 23 percent was not achieved - the government-wide achievement for all agencies was 22.62 percent. Fiscal year 2002 was the third year in a row in which the government-wide small business goal was not met. This translates to more than \$900 million that should have gone to small businesses that didn't. In 2001, the small business achievement was 22.81 percent. In 2000, the achievement was 22.26 percent, and in 1999, the achievement was 23.14 percent.

	Scorecard I	Scorecard II	Scorecard III	Scorecard IV
A	7	8	8	8
B	10	5	5	4
C	1	5	6	1
D	2	1	0	5
F	1	2	2	3

#### Small Disadvantaged Business Goal:

Although the federally mandated small disadvantaged business goal is 5 percent, the overall achievement for all agencies was less: 4.36 percent. This translates to nearly \$1.5 billion in contracts that should have gone to small disadvantaged businesses, but didn't. In 2001, the achievement was 4.26 percent. In 2000, the achievement was 3.61 percent, and in 1999, the achievement was 3.31 percent.

	Scorecard I	Scorecard II	Scorecard III	Scorecard IV
A	4	6	4	6
B	9	2	2	2
C	3	8	9	0
D	1	3	2	5
F	4	2	4	8

#### 8(a) Program Goal:

The FY 2002 8(a) Program achievement was 2.39 percent. There is no statutory goal. In 2001, the achievement was 2.86 percent. In 2000, the achievement was 2.88 percent, and in 1999, the achievement was 3.39 percent. The high year for 8(a) program achievement was 1995 with 3.84 percent.

	Scorecard I	Scorecard II	Scorecard III	Scorecard IV
A	6	6	8	10
B	4	1	1	3
C	2	6	5	3
D	2	0	2	1
F	7	8	5	4

#### Women-Owned Business Goal:

The federally-mandated women-owned business goal is 5 percent. The FY 2002 achievement was 2.9 percent. This translates to \$4.95 billion in contracts that should have gone to women-owned businesses but didn't. In 2001, the achievement was 2.49 percent. In 2000, the achievement was 2.28 percent, and in 1999, the achievement was 2.47 percent.

	Scorecard I	Scorecard II	Scorecard III	Scorecard IV
A	6	3	4	8
B	7	5	3	2
C	3	8	10	1
D	1	1	1	5
F	4	4	3	5

#### HUBZone Program Goal:

The FY 2002 HUBZone Program goal achievement was 0.71 percent. The statutory goal for FY 2002 was 2.5 percent. The HUBZone Program has a goal that is phased in over several years. FY 2000 was the first year that HUBZone awards were tracked. However, the data for FY 2000 was unreliable. There were known awards made to non-HUBZone companies that were counted as HUBZone awards. Therefore, FY 2000 data was not included. The first year we tracked HUBZone program achievement was FY 2001. The HUBZone goal then, was 2.0 percent and only 0.72 percent was achieved.

	Scorecard I	Scorecard II	Scorecard III	Scorecard IV
A	-	-	4	3
B	-	-	0	2
C	-	-	0	0
D	-	-	0	2
F	-	-	18	14

## **Scorecard IV Conclusion**

### **Greater Effort Needed to Open the Federal Marketplace to Small Business**

Even in this economic downturn, the federal marketplace – the largest in the world – has grown by 7 percent from approximately \$220 billion in 2001 to \$235.4 billion in 2002. Yet small businesses, the driver of this nation's economy, saw their share of contract actions drop by almost double that – by 14 percent in just one year.

In addition to the enormous buying power of the federal government in general, Congress created the new Department of Homeland Security after the terrorist attacks of September 11 to consolidate the federal response to terrorism threats. As the largest change in this nation's security infrastructure since World War II, the new department houses more than a dozen agencies, employs 170,000 workers, and maintains a budget of \$36 billion.

The Department of Homeland Security will operate under the same set of rules as other federal agencies. Under the agency as currently constituted, small businesses will be forced to compete on an uneven playing field, raising the potential that small business opportunities will continue to decline if safeguards are not put in place. Already, the trend is apparent – while the federal government's buying power is at an all-time high, its small business goal achievement is at an all-time low.

Given this reality, the federal procurement system is badly in need of repair – and systematic reform. Following are the recommendations by the House Small Business Committee Democrats about what changes need to be made to the federal procurement system before the small business sector will see any significant progress in the abilities of federal agencies to meet – or even exceed – their small business goals.

**Stronger action is required since the Bush contracting plan fails to get to the root of the bundling problem.**

Contract bundling is a serious obstacle facing small businesses. The Bush administration announced a plan to reverse this damaging trend. But its failure has led to a contracting environment that is even less conducive to small business participation.

The way to battle back against contract bundling is to make statutory changes. The two areas in need of revision include stripping agencies of their power as the final decisionmaker in contract bundling appeals and inserting agency accountability into the federal procurement system.

Currently, all the decisionmaking power lies with the federal agency that originally bundled the contract. First, an agency has the authority to make the decision as to whether a contract is bundled or not, using a very narrow definition. Loopholes also exist that allow agencies to refer to bundling in different terms.

If the agency does establish that the contract is bundled, the only recourse for small businesses is an appeal back to the agency. The agency is under no obligation to change

its procurement strategy or increase small business participation. The result: in the majority of cases, small businesses are the losers, and the agency, along with the large corporation/s that won the contract, are the victors.

The power to decide if a contract is bundled must be removed from the agency. In addition, the authority to make changes to an agency's procurement strategy to be more small business inclusive should not rest with the agency that decided to bundle the contract, but with a neutral third party, that can rule objectively, giving small businesses at least a chance. An example of this would be giving more authority to the Offices of Disadvantaged Business Utilization (OSDBUs) housed in each federal agency, which they have asked for repeatedly to Congress.

In addition, accountability must be present in the federal procurement system. Presently, if an agency fails to meet its small business goals, there are no consequences. In an effort to insert accountability, a change must be made to the statute that prevents agencies from bundling contracts for one full fiscal year if they are unable to meet their small business goals. If the goal achievement of agencies is tied to their ability to bundle contracts, it is likely that they would make a more concerted effort to meet their statutory goals.

**Allocate adequate – and necessary resources – to ensure increased small business participation.**

The SBA's Procurement Center Representatives (PCRs) are on the frontlines in the battle against contract bundling. PCRs work directly with small businesses by offering them counsel on the federal marketplace, identifying agency sources for small business products and services, and conducting agency surveillance reviews.

In the administration's bundling plan, additional duties are given to PCRs without allocating more resources. Presently, there are a total of 47 PCRs nationwide – not even one per state. And there are only four Commercial Marketing Representatives (CMRs), the SBA employees responsible for ensuring increased small business access to subcontracting opportunities.

There needs to be at least 100 PCRs who have appropriate travel budgets so they can effectively monitor their areas. In addition, SBA needs to hire additional CMRs to bring their ranks up to 50 employees. This would expand the staff dedicated to helping small businesses find – and secure – federal contracts and subcontracts from the current 51 employees to triple that, with at least 150 PCRs and CMRs.

**SBA must fulfill its role as the advocate for – and regulator of – small business interests in the federal contracting arena.**

There are certainly some structural problems in the current system that need to be addressed, which includes giving the SBA more power to fight bundled contracts. But the SBA Administrator does have a very persuasive tool for helping small businesses – the stature of his office as a senior official.

Unfortunately, when the opportunity for SBA intervention on behalf of small business has been presented, the agency has fallen short. On contract decisions, the SBA has failed to support small businesses that could perform the job.



The SBA was created to advocate for, cultivate, and protect small businesses in America. When it comes to federal agency contracting actions, though, the SBA has neglected – and negated – its role. Many of these contract deals are egregious enough that they would not stand the test of public scrutiny.

Yet instead of shedding light on the action of these agencies, the SBA has tried very hard to conceal it. This reveals the indifference of SBA in righting the wrongs committed by federal agencies in their interactions with small businesses. The SBA must act appropriately, as its role dictates, when small businesses are unfairly shut out of the federal marketplace.

#### **Modernize and implement contracting programs for women and minorities**

Women and minorities are two critical groups responsible, in large part, for the growth in the small business sector, yet the tools dedicated to helping women and minorities access the federal marketplace need to be updated and/or implemented.

The SBA's 8(a) Program has not undergone any substantial review or change for more than 15 years. No matter what the program, its goals and structure need to be reviewed and assessed every few years to ensure that it is staying true to its mission, providing the benefits that spurred its creation.

The 8(a) Program also needs to have a statutory goal. It is the only procurement program without one. This is most likely the reason why the 8(a) Program has witnessed a freefall of federal contracts. Contracting dollars to the program have dropped from a high in 1995 of \$7.1 billion out of a \$185 billion federal marketplace, to a low of \$5.6 billion out of a \$235.4 billion federal marketplace in 2002.

Technical assistance – an important component of the 8(a) Program – remains woefully underfunded. In the late 1980s, such assistance was funded at \$11 million, but now it is funded at just \$1.6 million. For the 8(a) Program to run smoothly, at least \$20 million should be dedicated to the management and technical assistance component of it.

An important procurement tool to give women-owned businesses increased access to the federal marketplace is the Women's Procurement Program, which has remained stalled by the administration for the last three years.

Since 1994, the government-wide goal for women's procurement has been 5 percent. But every year since that time, the federal government has failed to achieve this goal. According to the National Association of Women Business Owners (NAWBO), one-third of all businesses are women-owned, yet the federal government has been unable to ensure full participation by these firms.

Recognizing these facts and the need for the federal marketplace to be more inclusive – especially for those businesses that have been denied a level playing field in the past – this program, which allows for restricted competition by only women-owned businesses,

was enacted in 2000. The solution is simple: the administration needs to implement this critical program for women-owned business owners – it's the law.

Without these systematic changes, small businesses will remain on the outside looking into the federal marketplace. There are several proactive steps that can be taken by both Congress and the administration as outlined to open up the federal marketplace to small enterprise in America.

Without these moves, small businesses will see little change, and agencies will continue to fail, year after year, to meet their goals. In an attempt to fix the system, procurement programs need to be implemented and updated, changes must be made in the statute to give the SBA and others the authority to question procurement strategies of agencies and break up large contracts, goals should be tied to bundling privileges so there is accountability in a system, adequate resources need to be allocated, and the SBA must fulfill its role as the protector – and advocate – of small business in the federal marketplace.

## **Department of Defense**

### **Procurement Dollar Analysis**

From 1995 to 1997, Department of Defense (DoD) procurement dollars were declining, from a high in 1995 of \$116.4 billion, to a low of \$113.1 billion in 1997. There was a slight gain in 1998 to \$115.7 billion, and 1999 figures showed an increase to \$119.7 billion. DoD has indicated that a data collection problem from 1998 attributed 1998 procurements to FY 1999, thereby inflating FY 1999 dollars. In fiscal year 2000, DoD's procurement volume increased to \$126.2 billion. DoD procurement dollars grew to \$142.8 billion in 2001. Based on figures for 2002, DoD showed an increase to \$155.2 billion – consistently accounting for 65 percent of total federal procurements.

### **Numbers of Contracts**

#### **Small Business**

The number of Department of Defense contract actions with small businesses decreased from 2,514,612 in 1999 to 2,225,019 in 2000. Contract actions increased in 2001 to 2,621,009 small business actions. In 2002, the Department of Defense had 2,948,963 contract actions with small businesses.

#### **Small Disadvantaged Business**

The number of Defense Department small disadvantaged business contract actions decreased from 139,088 in 1999 to 83,295 in 2000. In 2001, the Department had 94,921 contract actions with small disadvantaged businesses. The number of actions rose to 106,669 in 2002.

#### **8(a) Program**

The number of contract actions by the Department of Defense with 8(a) firms decreased from 47,719 in 1999, to 39,311 in 2000, and 36,076 in 2001. In 2002, the Department of Defense had 30,918 contract actions with 8(a) firms, nearly 17,000 less actions than in 1999.

#### **Women-Owned Business**

The number of Defense Department contract actions with women-owned businesses decreased from 144,517 in 1999 to 132,841 in 2000. In 2001, contract actions returned to 140,815. In 2002, the Department of Defense had 152,288 contract actions with women-owned businesses.

#### **HUBZone Small Business Concerns**

In 2001, the Department of Defense had 4,299 contract actions with HUBZone companies. In 2002, this number decreased to 4,151 contract actions.

## **Goal Achievement**

### **Small Business Goal**

The Department of Defense (DoD) exceeded its small business goal in 1999, but did not achieve its goal in 2000 or 2001. Based on figures for 2002, DoD failed to achieve its 23 percent goal, with an achievement of 21.17 percent. With an achievement of 92 percent of its goal, the grade will be an "A." For fiscal year 2003, DoD has a small business goal of 23 percent.

### **Small Disadvantaged Business Goal**

Fiscal year 2002 was the first year that the Department of Defense agreed to negotiate separate 8(a) and small disadvantaged business (SDB) goals. For fiscal year 2002, 4.52 percent of DoD's contracts were with small disadvantaged businesses. The goal was 2.5 percent. As DoD exceeded its small disadvantaged business goal, the grade will be an "A." The Department's small disadvantaged business goal for fiscal year 2003 is 2.5 percent.

### **8(a) Program Goal**

For fiscal year 2002, the Department of Defense achieved 1.44 percent of its contracts with 8(a) firms, yet its 8(a) Program goal was 2.5 percent. As DoD accomplished 57.6 percent of its goal, the grade will be an "F." The Department's 8(a) Program goal for fiscal year 2003 is 2.5 percent.

### **Women-owned Business Goal**

The Department of Defense did not achieve its women-owned business goal from 1999 to 2001. Based on figures for 2002, DoD awarded 2.67 percent of its procurements to women-owned businesses. As DoD achieved 53.4 percent of its 5 percent goal, the grade will be an "F." The Department's women-owned business goal for fiscal year 2003 is 5 percent.

### **HUBZone Small Business Concern Goal**

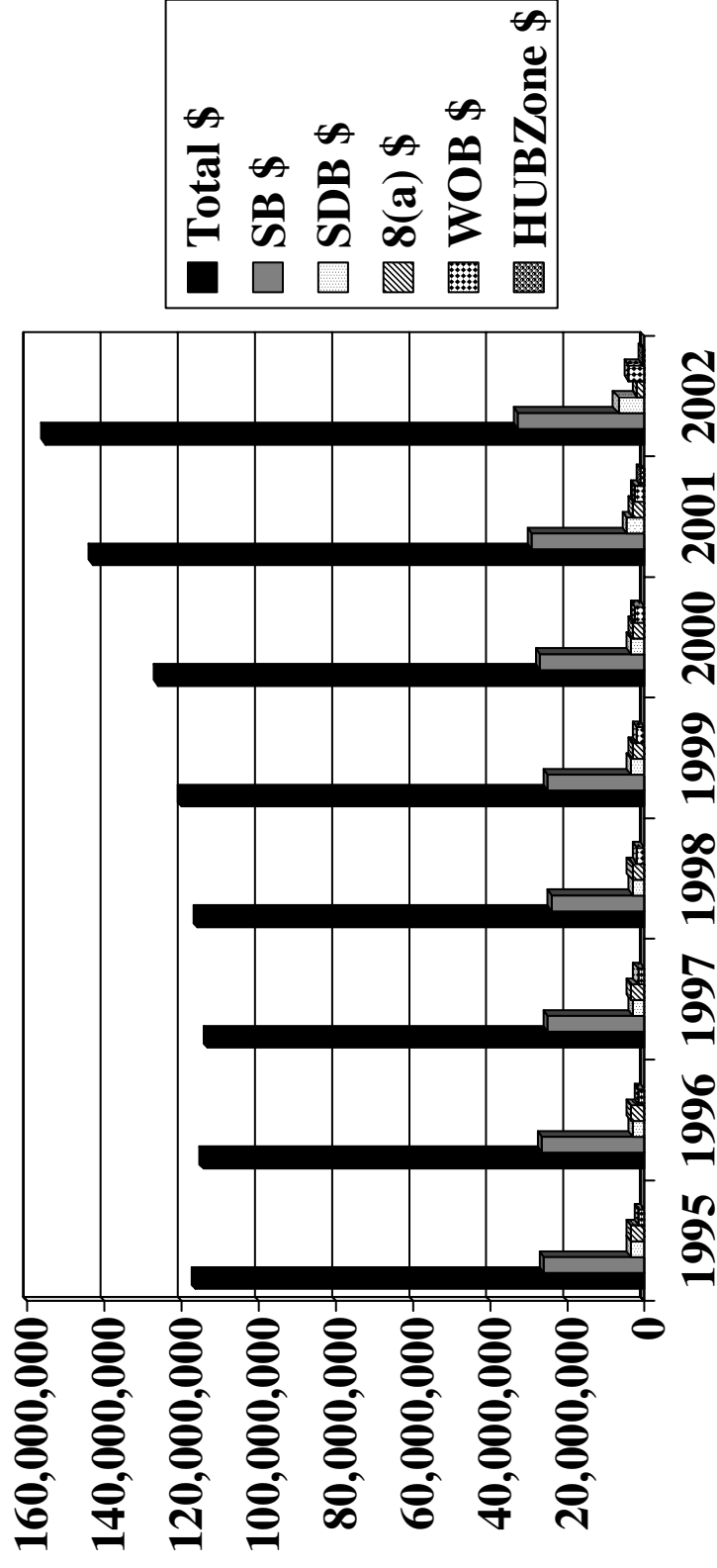
The Department of Defense did not achieve its HUBZone goal in 2001. Based on figures for 2002, DoD awarded .53 percent of its contracts to HUBZone companies, however its goal was 2.5 percent. As DoD achieved 21.2 percent of its goal, the grade will be an "F." The Department's HUBZone goal for 2003 is 3 percent.

### Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	F 0 points
HUBZone Goal	F 0 points
Average Grade	D 1.6 points

With an “A” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, an “F” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of Defense has an overall point total of 1.6 points, for a grade of “D.”

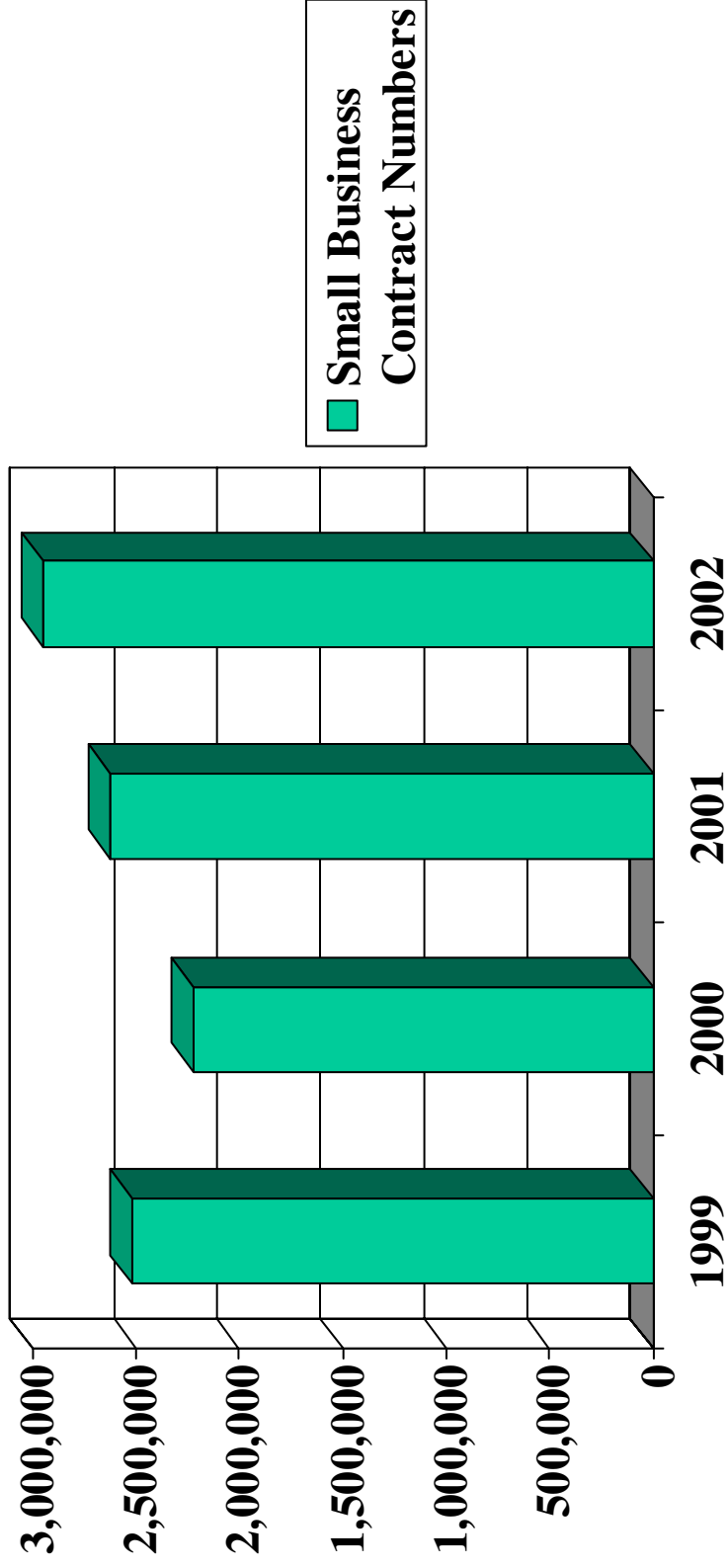
# Department of Defense Procurement Dollars



Dollars are expressed in millions.

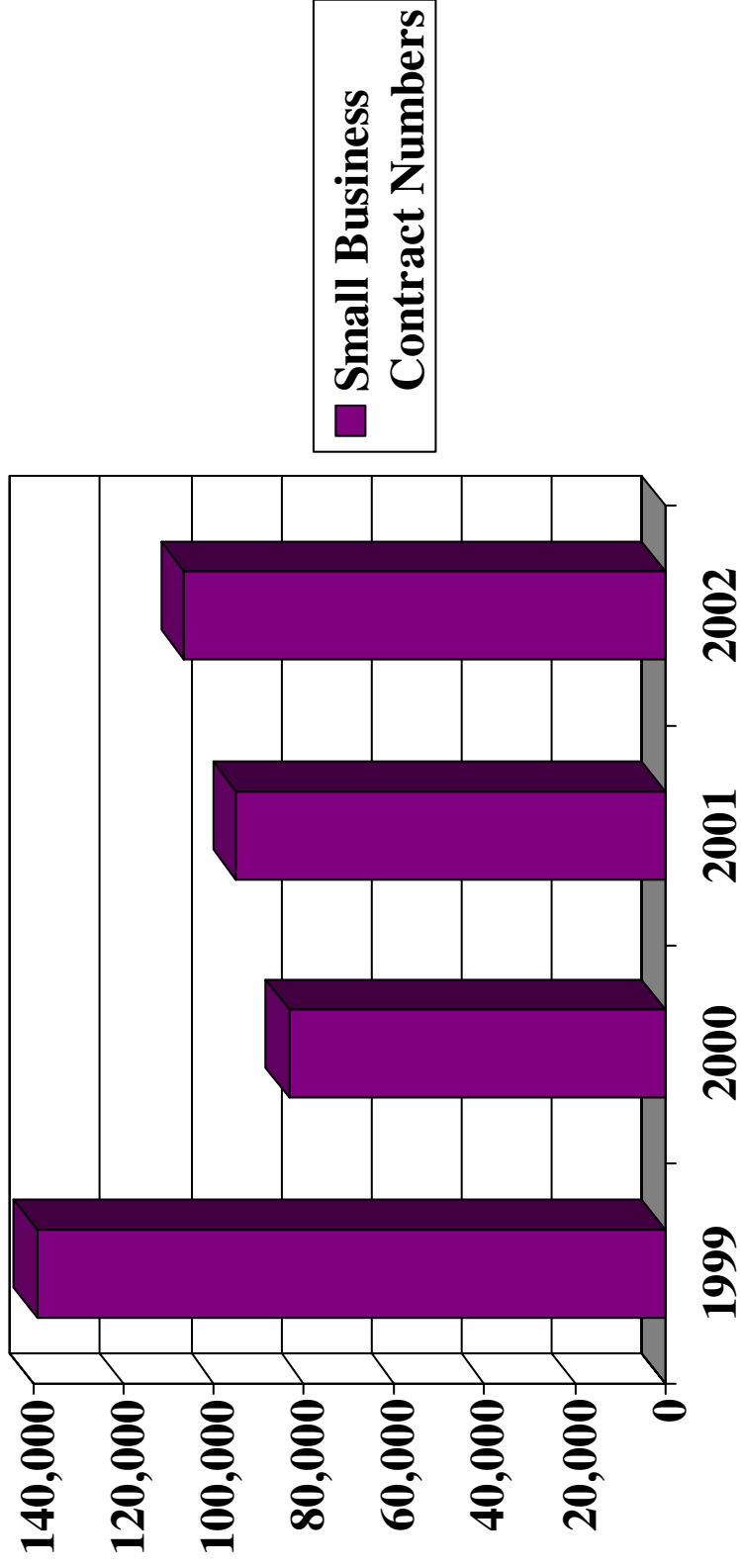
# U.S. Department of Defense

Number of Contracts to Small Businesses



# U.S. Department of Defense

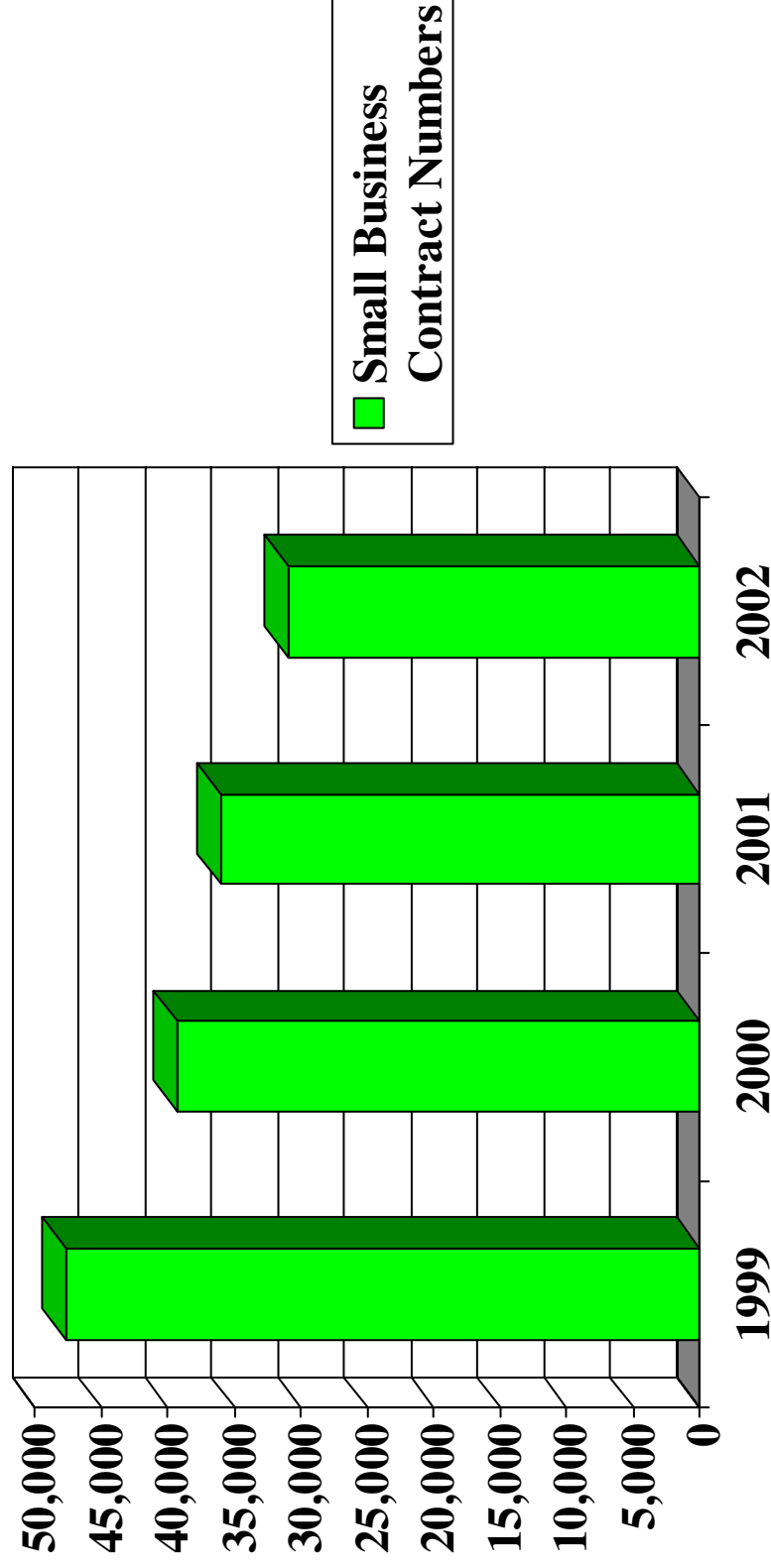
Number of Contracts to Small Disadvantaged Businesses





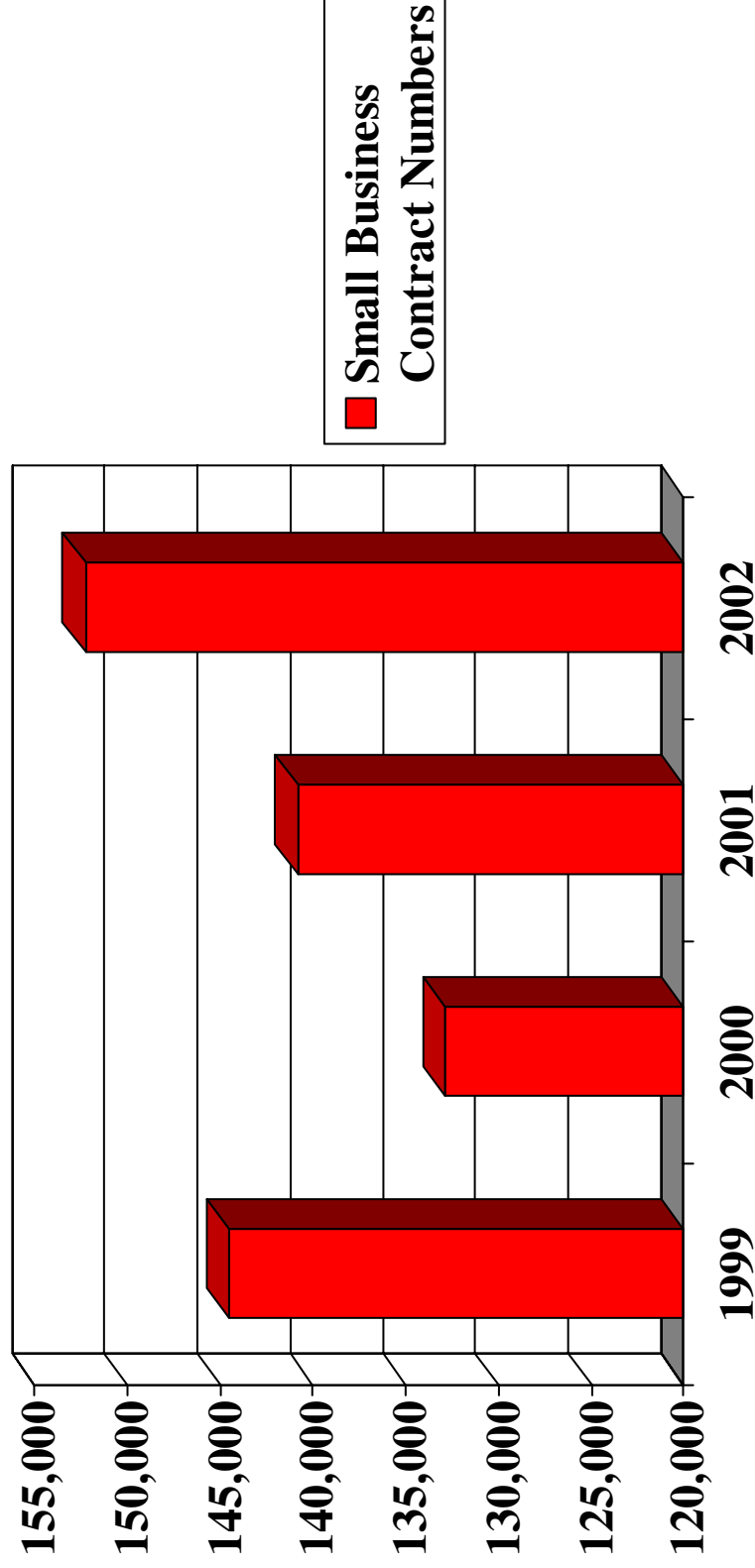
# U.S. Department of Defense

Number of Contracts to 8(a) Firms



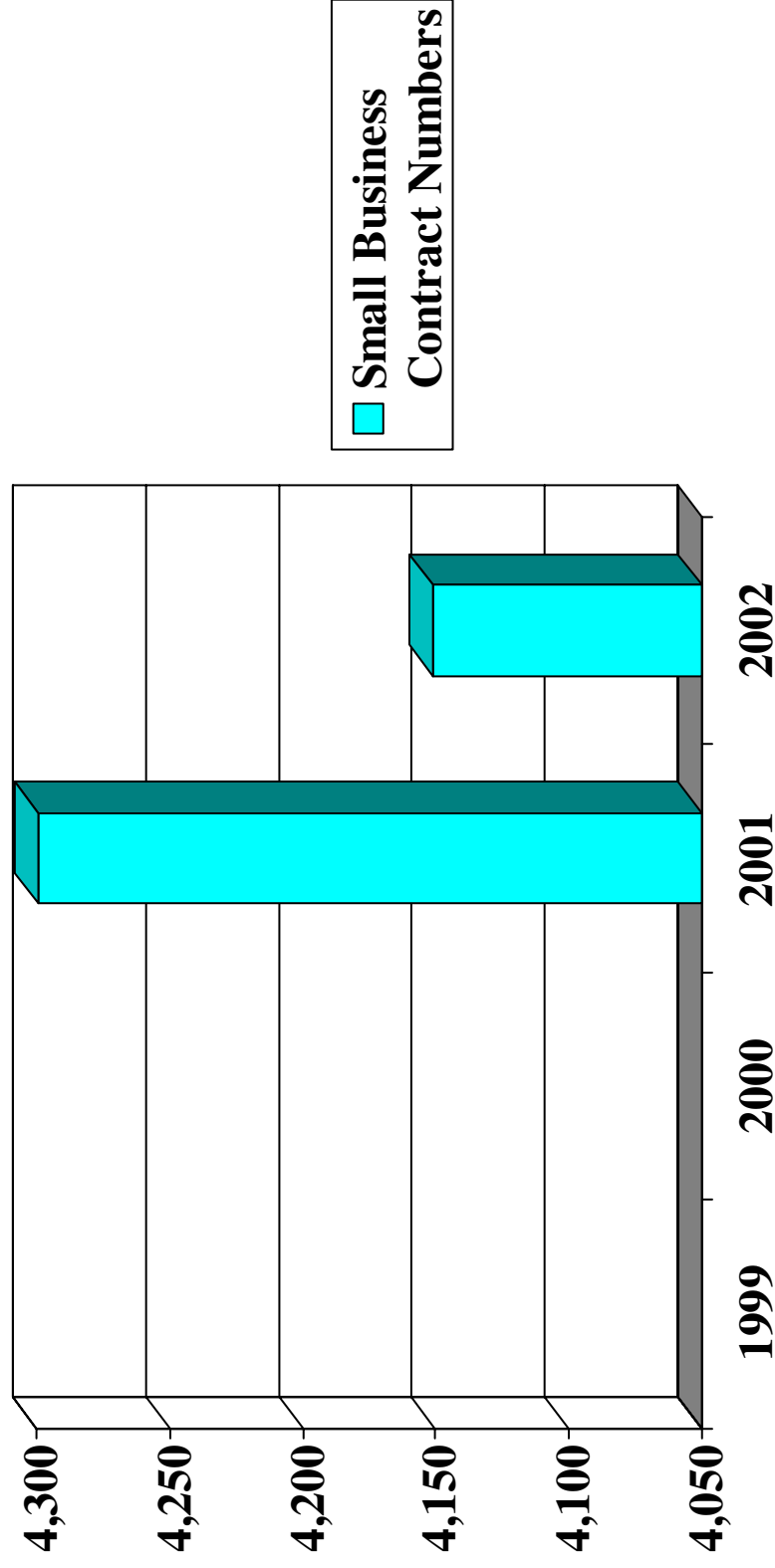
# U.S. Department of Defense

Number of Contracts to Women-Owned Businesses



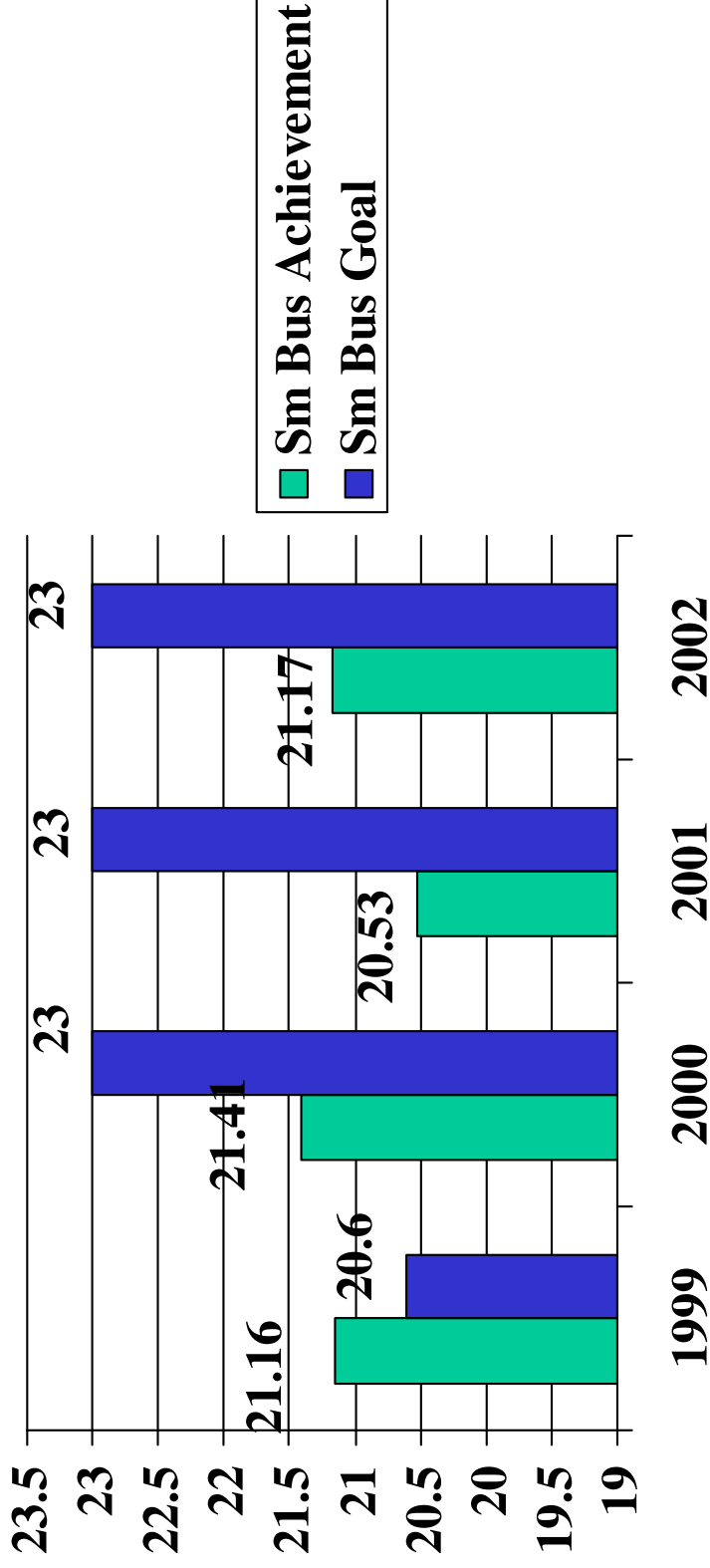
# U.S. Department of Defense

Number of Contracts to HUBZone Businesses



# Department of Defense

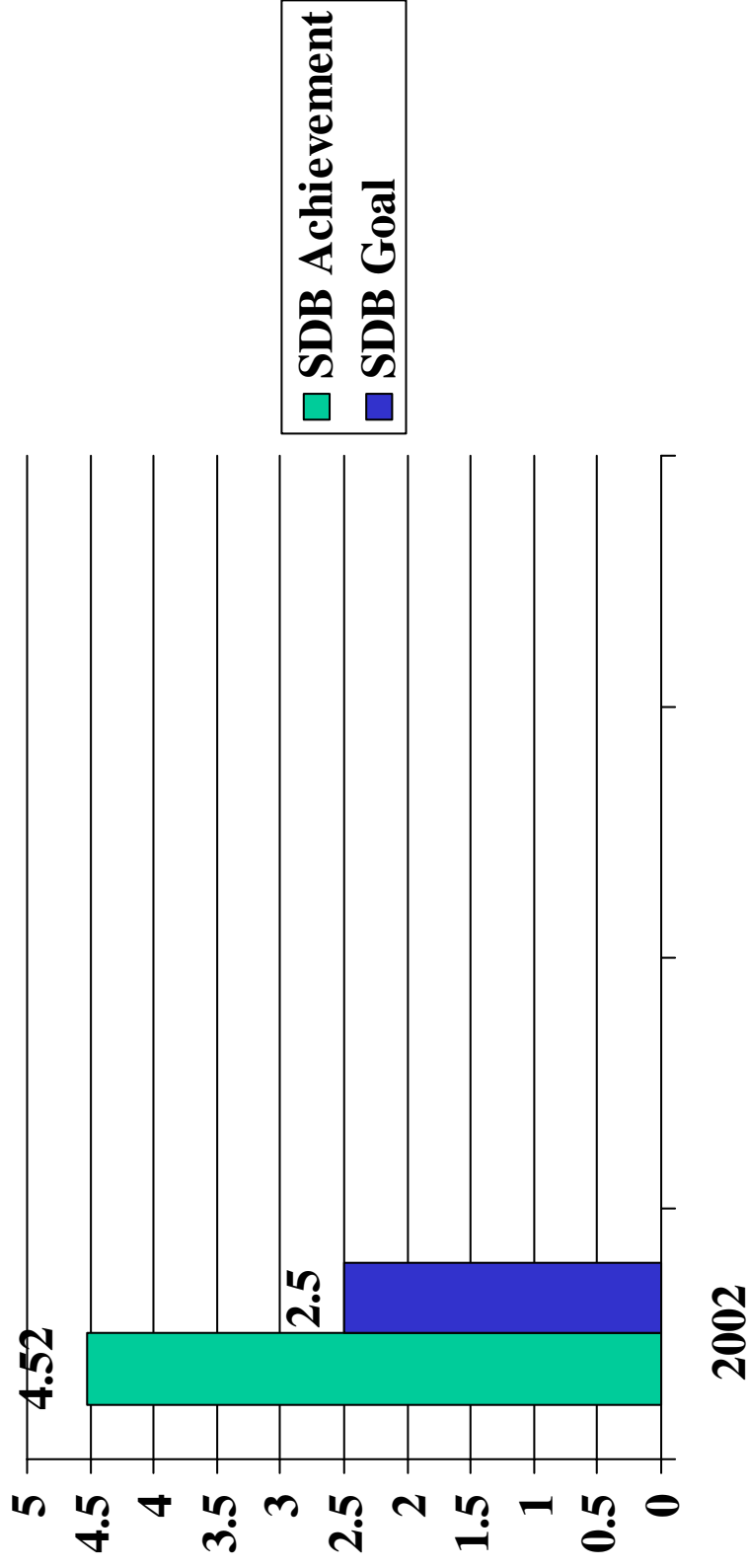
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of Defense

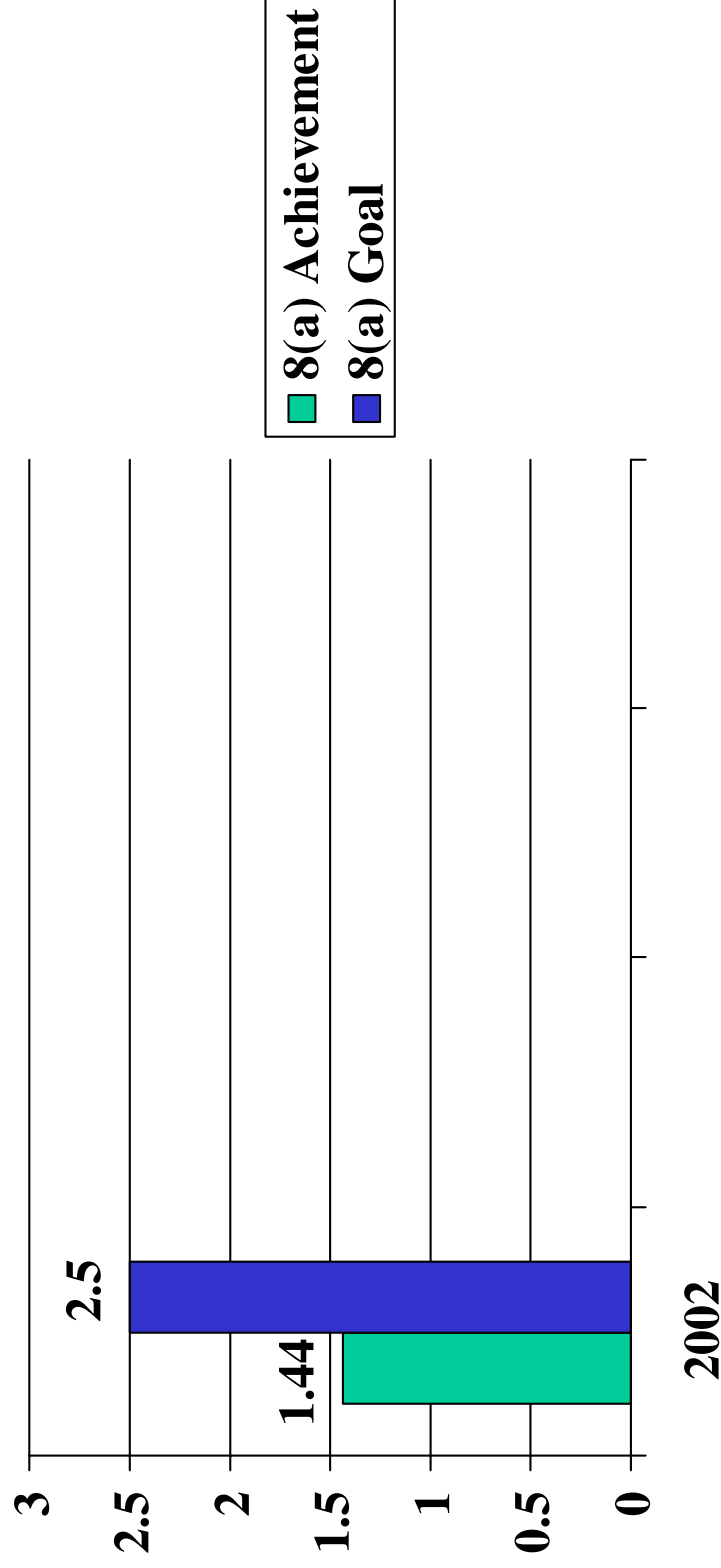
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of Defense

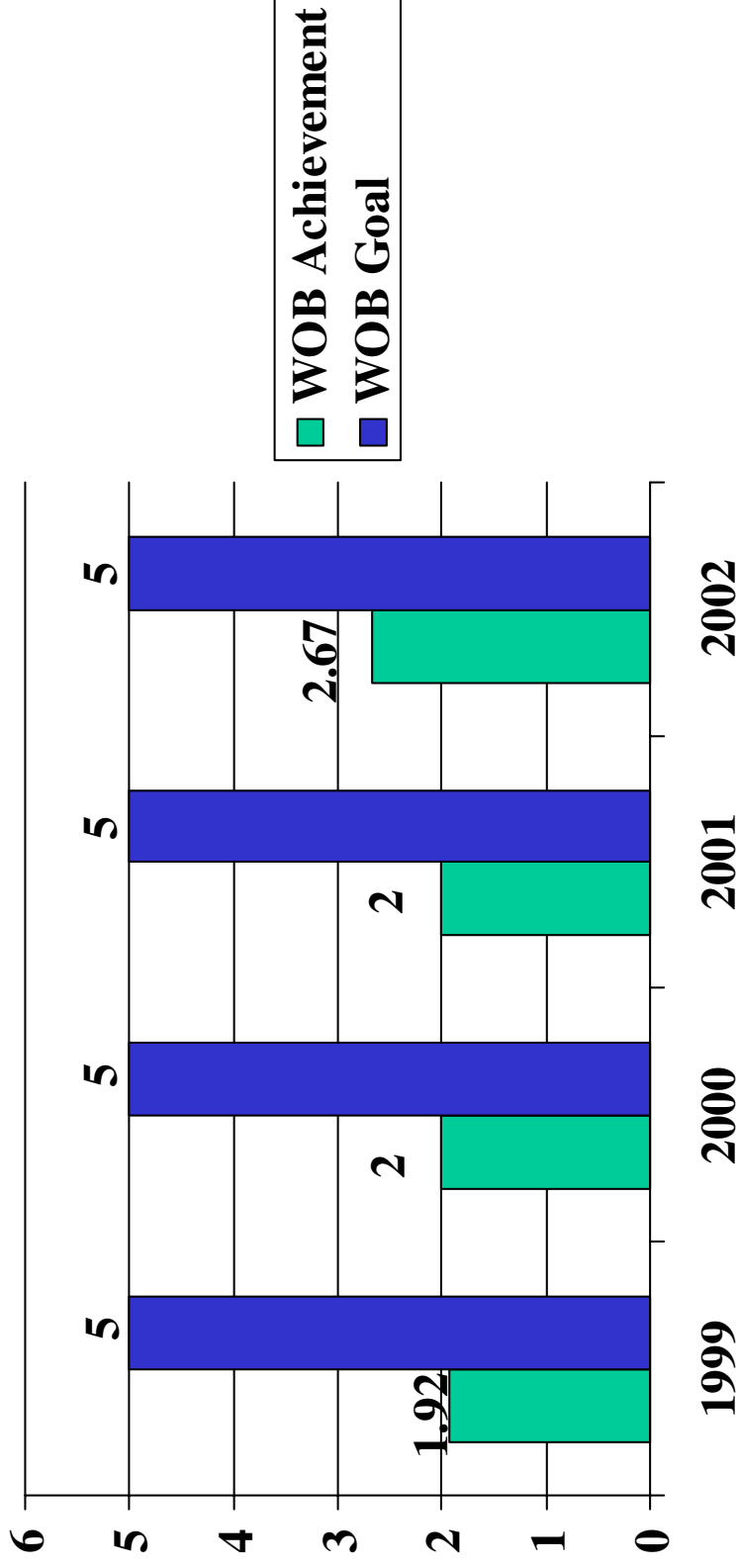
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of Defense

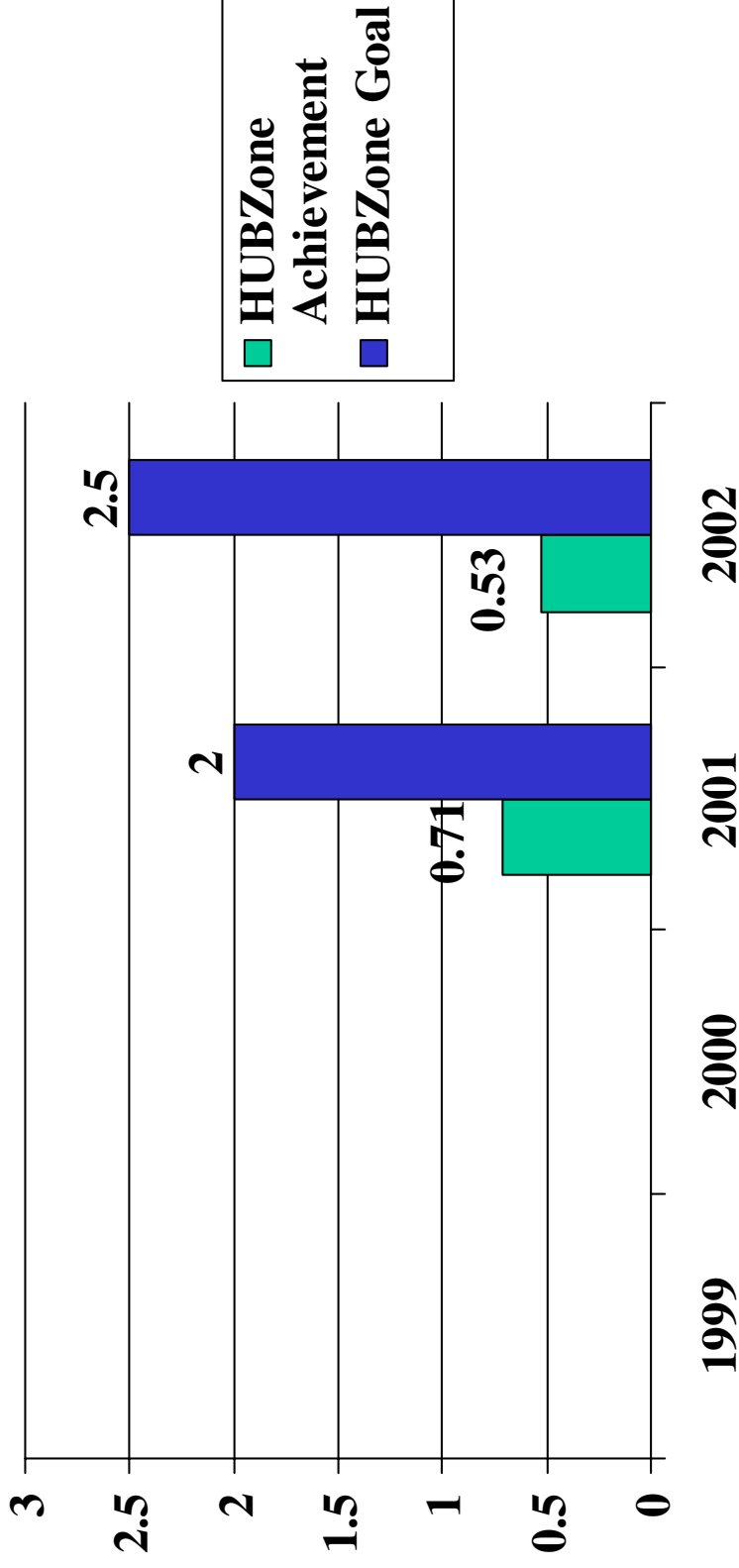
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of Defense

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.



## **Department of Energy**

### **Procurement Dollar Analysis**

The Department of Energy (DOE) is second to the Department of Defense in terms of procurement activity. Department of Energy procurement dollars declined from \$16.9 billion in 1995 to \$15.9 billion in 1996. There was a relatively small increase in 1997 to \$16.2 billion, but 1998 started another declining trend, with \$15.1 billion. Procurement volume returned slightly to higher levels in 1999 with \$15.7 billion. In 2000, Energy returned to the 1995 level of \$16.9 billion. Energy's contracting activity increased to \$18.6 billion in 2001. Figures for 2002 show an increase to \$19 billion in contracting volume.

### **Numbers of Contracts**

Although a complete analysis of trends is not available for the past three years due to DOE's inflated contract numbers in previous years, 2000, 2001 and 2002 data is shown below:

#### **Small Business**

In 2000, DOE had 8,824 contract actions with small businesses. DOE had 8,933 contract actions with small firms in 2001. In 2002, DOE had 8,075 contract actions with small firms.

#### **Small Disadvantaged Businesses**

DOE had 565 contract actions with small disadvantaged businesses in 2000. DOE had 621 contract actions with small disadvantaged businesses in 2001. In 2002, DOE had 601 contract actions with small disadvantaged businesses.

#### **8(a) Program**

In 2000, DOE had 919 contract actions with 8(a) Program participants. DOE had 909 contract actions with 8(a) companies in 2001. In 2002, DOE had 1,019 contract actions with 8(a) firms.

#### **Women-Owned Businesses**

DOE had 581 contract actions with women-owned businesses in 2000. DOE had 854 contract actions with women-owned firms in 2001. In 2002, DOE had 885 contract actions with women-owned businesses.

#### **HUBZone Small Business Concerns**

In 2001, DOE had 86 contract actions with HUBZone companies. In 2002, DOE had 123 contract actions with HUBZone firms.

## **Goal Achievement**

In 1998 and 1999, DOE included subcontracting dollars with prime contract dollars to offset its inability to meet its prime contracting goals. This is clearly improper, as only prime contracts should be attributable to prime contract goals. Therefore, for 1999, DOE received an “F” in all categories for not achieving its prime contracting goals solely through the use of prime contracts.

### **Small Business Goal**

The Department of Energy did not achieve its small business goal in 2000 or 2001. Based on figures for 2002, DOE again did not reach its small business goal. DOE achieved 3.11 percent, although its goal was 3.7 percent. As DOE achieved 84 percent of its goal, the grade would normally be a “B.” However, as DOE has set a goal less than the statutory goal, the grade will be a “C.”

### **Small Disadvantaged Business Goal**

The Department of Energy exceeded its small disadvantaged business goal in 2000 and 2001. Based on figures for 2002, DOE did not accomplish its small disadvantaged business goal. DOE achieved 0.56 percent, while its goal was 2.5 percent. As DOE achieved 22.4 percent of its goal, the grade will be an “F.” For fiscal year 2003, DOE has a small disadvantaged business goal of 2.5 percent.

### **8(a) Program Goal**

The Department of Energy did not reach its 8(a) Program goal in 2000 or 2001. Based on figures for 2002, DOE again did not accomplish its 8(a) Program goal. DOE achieved 0.96 percent, yet its goal was 2.5 percent. As DOE achieved 38.4 percent of its goal, the grade will be an “F.” For fiscal year 2003, DOE has an 8(a) Program goal of 2.5 percent.

### **Women-Owned Business Goal**

The Department of Energy did not achieve its women-owned business goal in 2000, but exceeded its goal in 2001. Based on figures for 2002, DOE did not reach its goal. DOE achieved 0.52 percent, while its goal was 5 percent. As DOE accomplished 10.4 percent of its goal, the grade will be an “F.” For fiscal year 2003, DOE has a women-owned business goal of 5 percent.

### **HUBZone Small Business Concern Goal**

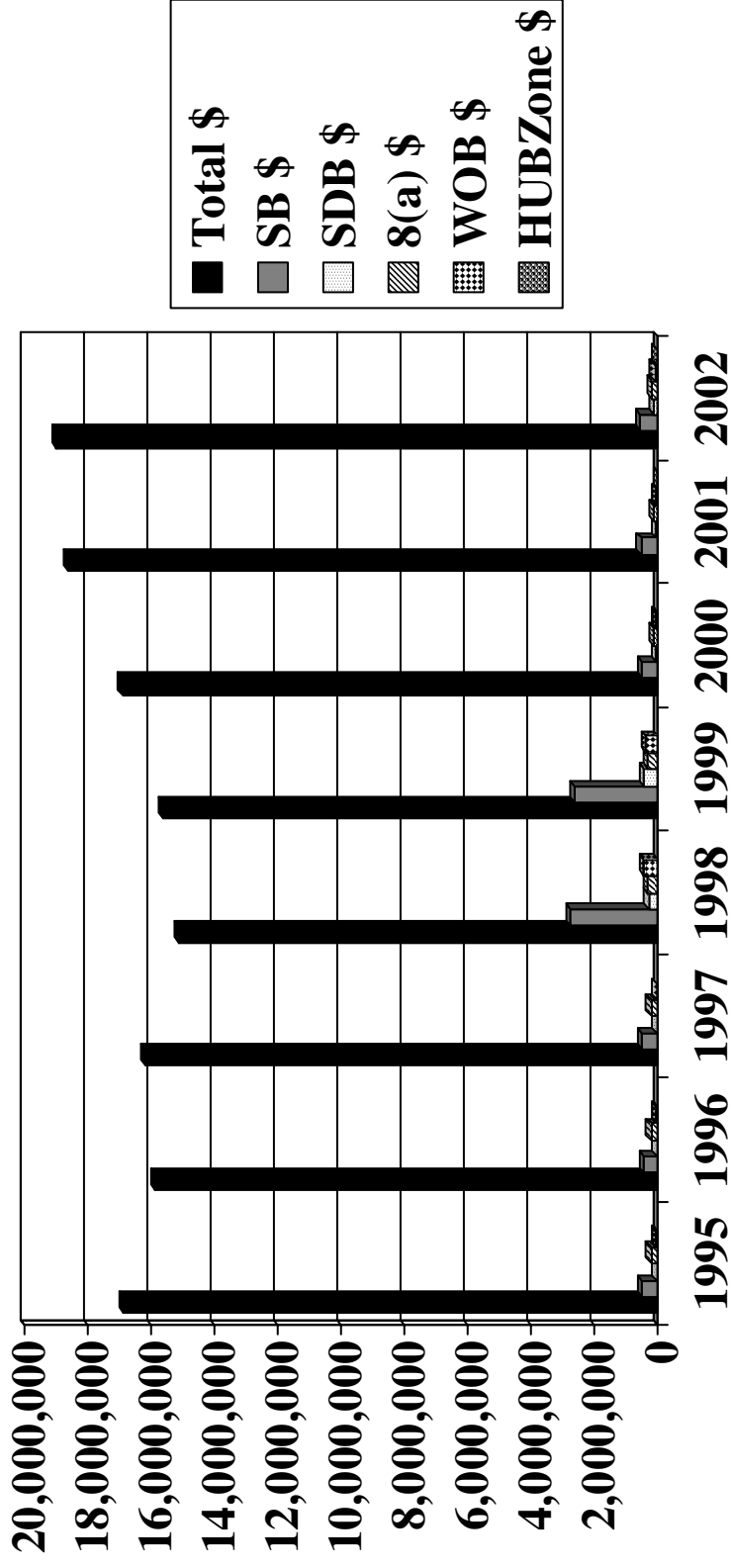
The Department of Energy did not accomplish its HUBZone goal in 2001 or 2002. DOE achieved 0.15 percent, while its goal was 2.5 percent. As DOE achieved 6 percent of its goal, the grade will be an “F.” DOE has a HUBZone business goal of 3 percent for fiscal year 2003.

### Overall Grade

Small Business Goal	C 2 points
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	F 0 points
HUBZone Goal	F 0 points
Average Grade	F 0.4 points

With a “C” in the Small Business Goal, an “F” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, an “F” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of Energy has an overall point total of 0.4 points, for a grade of “F.”

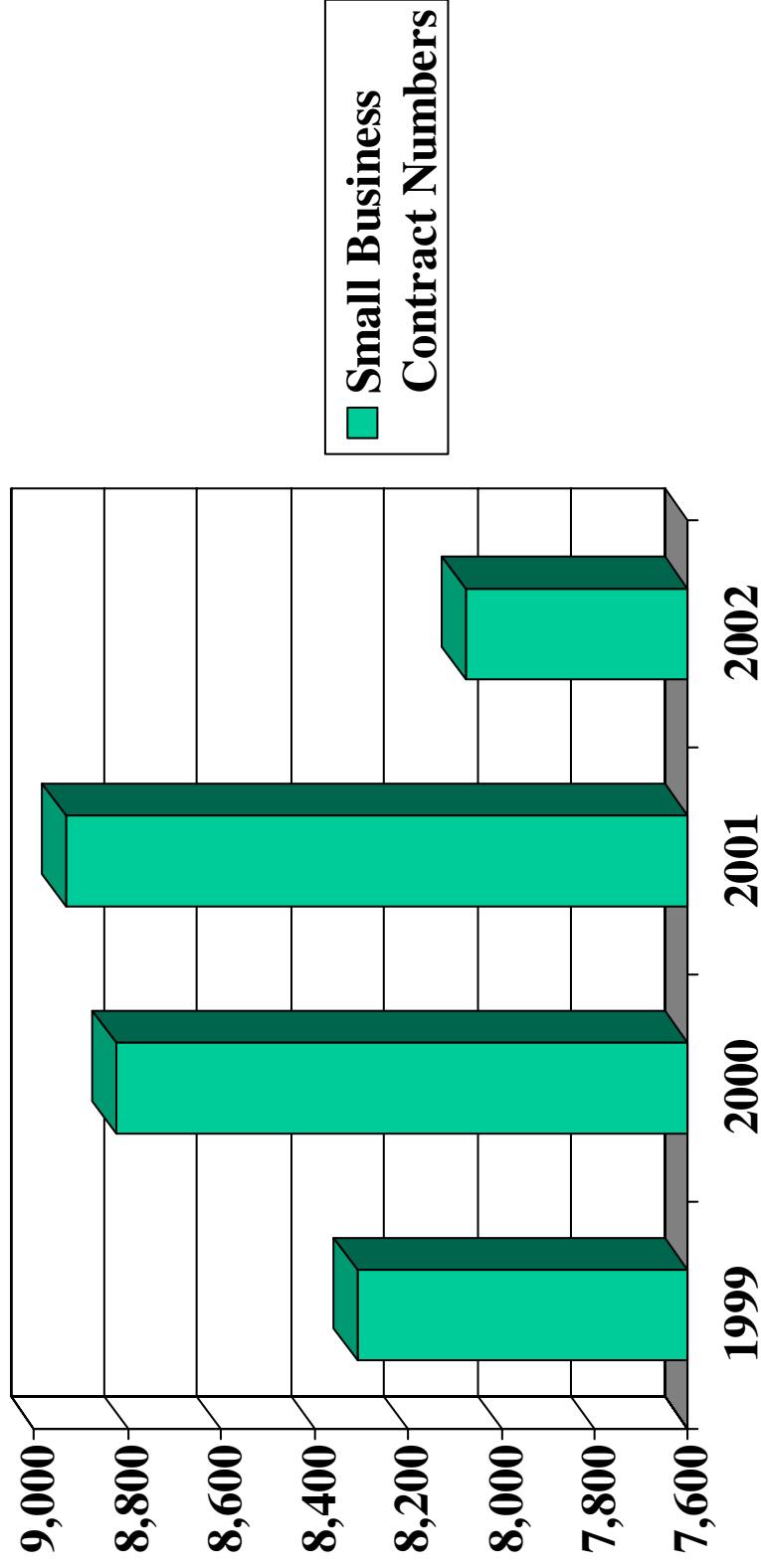
# Department of Energy Procurement Dollars



Dollars are expressed in millions.

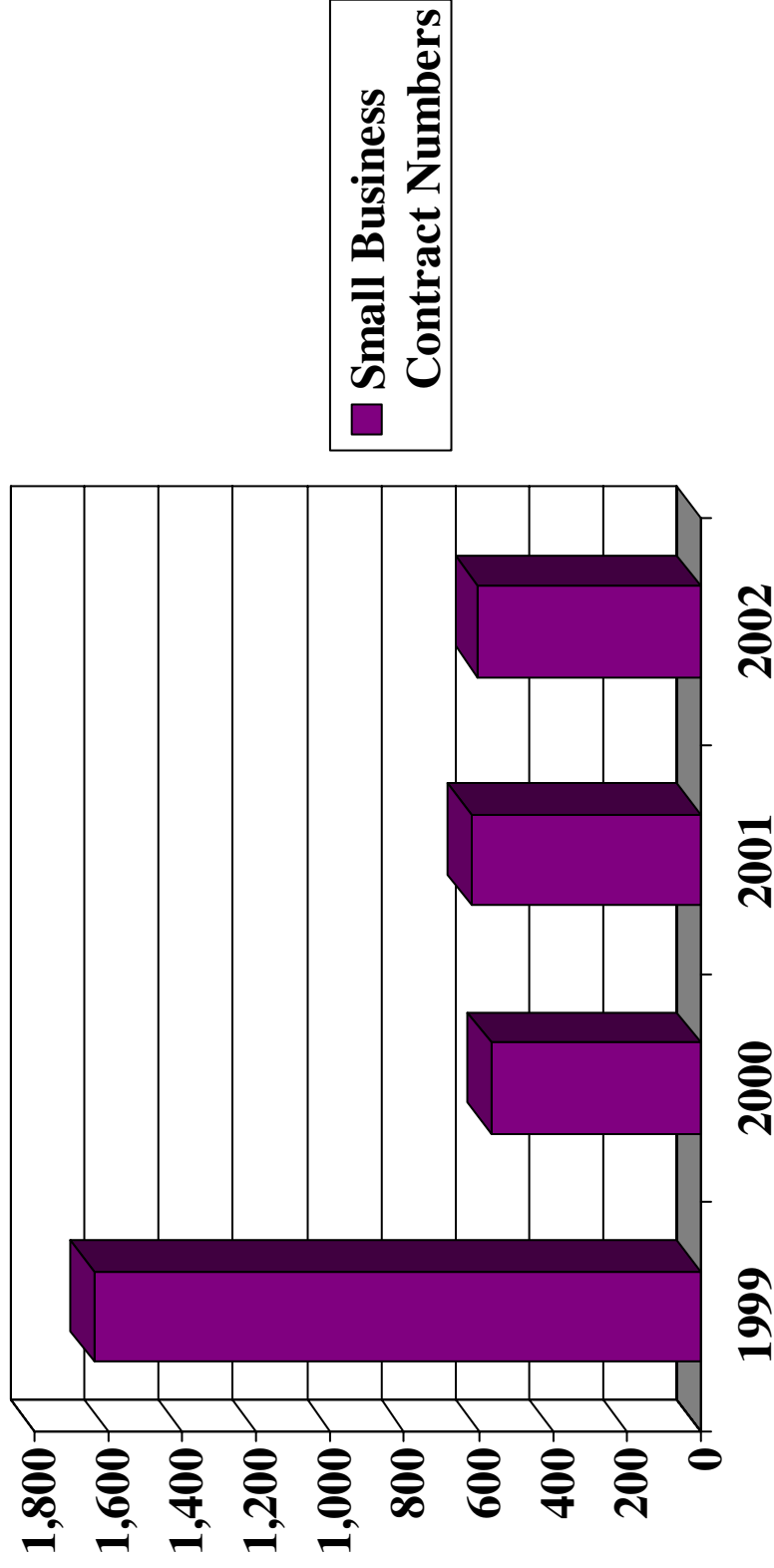
# U.S. Department of Energy

Number of Contracts to Small Businesses



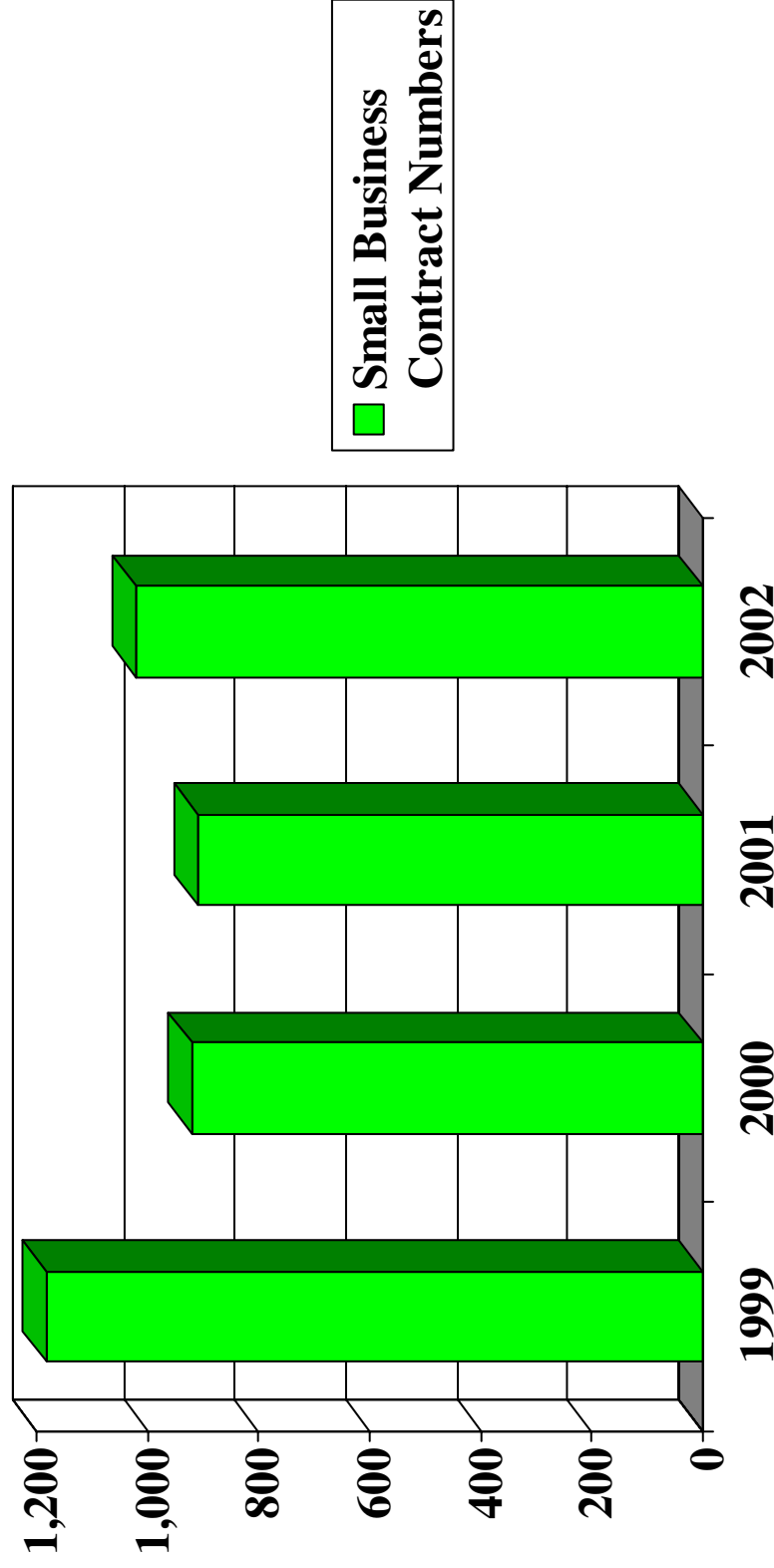
# U.S. Department of Energy

## Number of Contracts to Small Disadvantaged Businesses



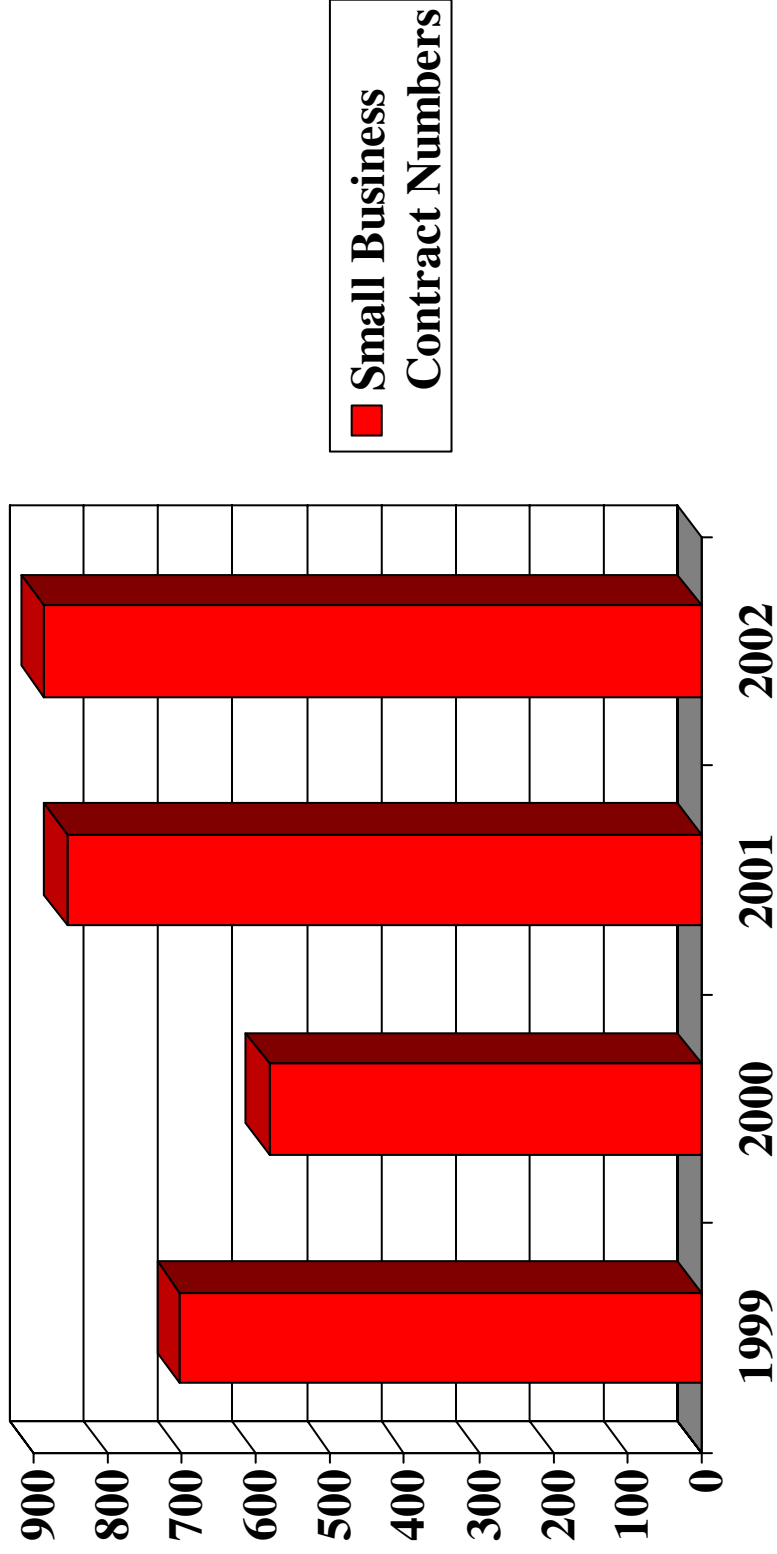
# U.S. Department of Energy

Number of Contracts to 8(a) Firms



# U.S. Department of Energy

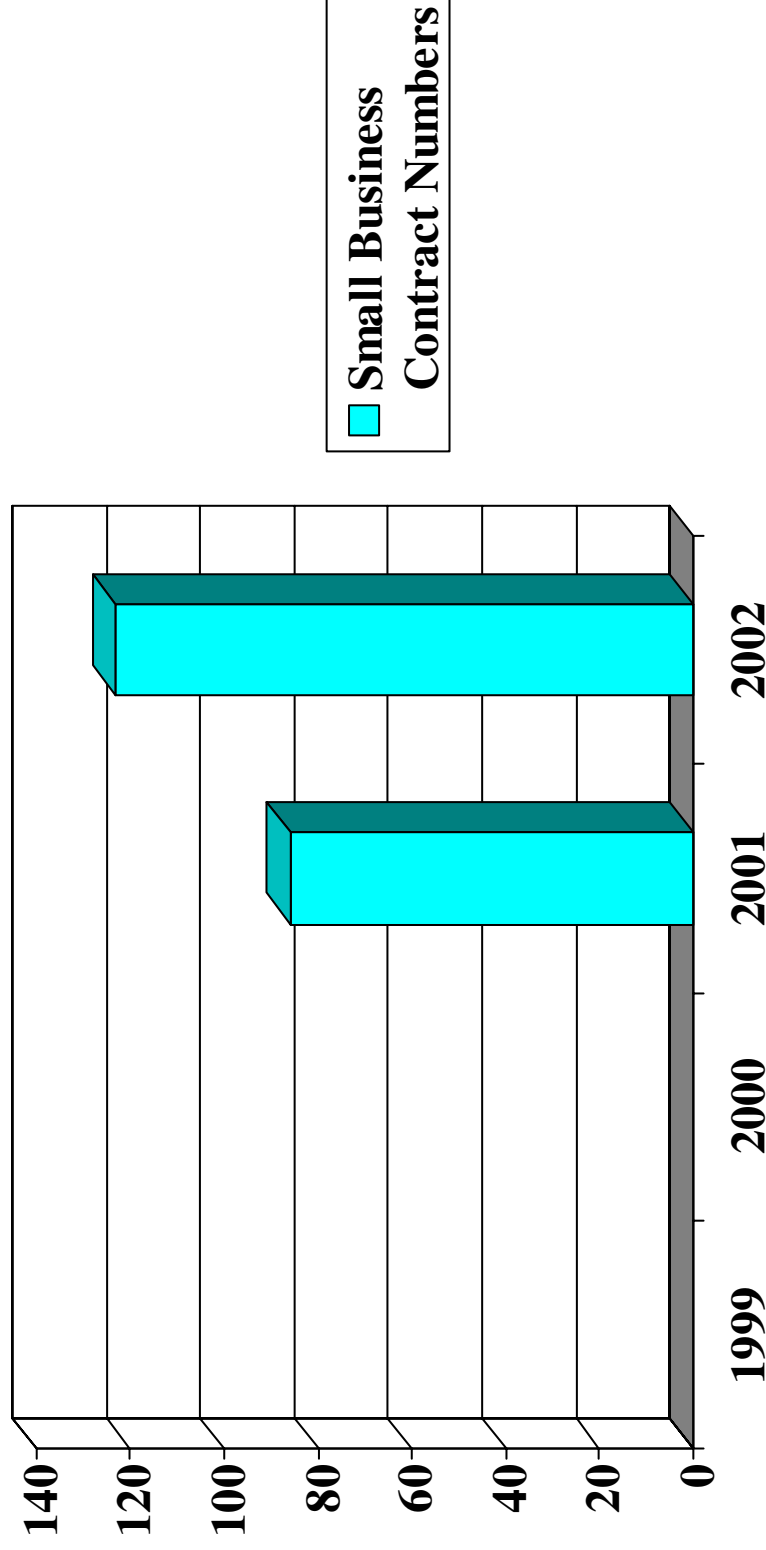
Number of Contracts to Women-Owned Businesses





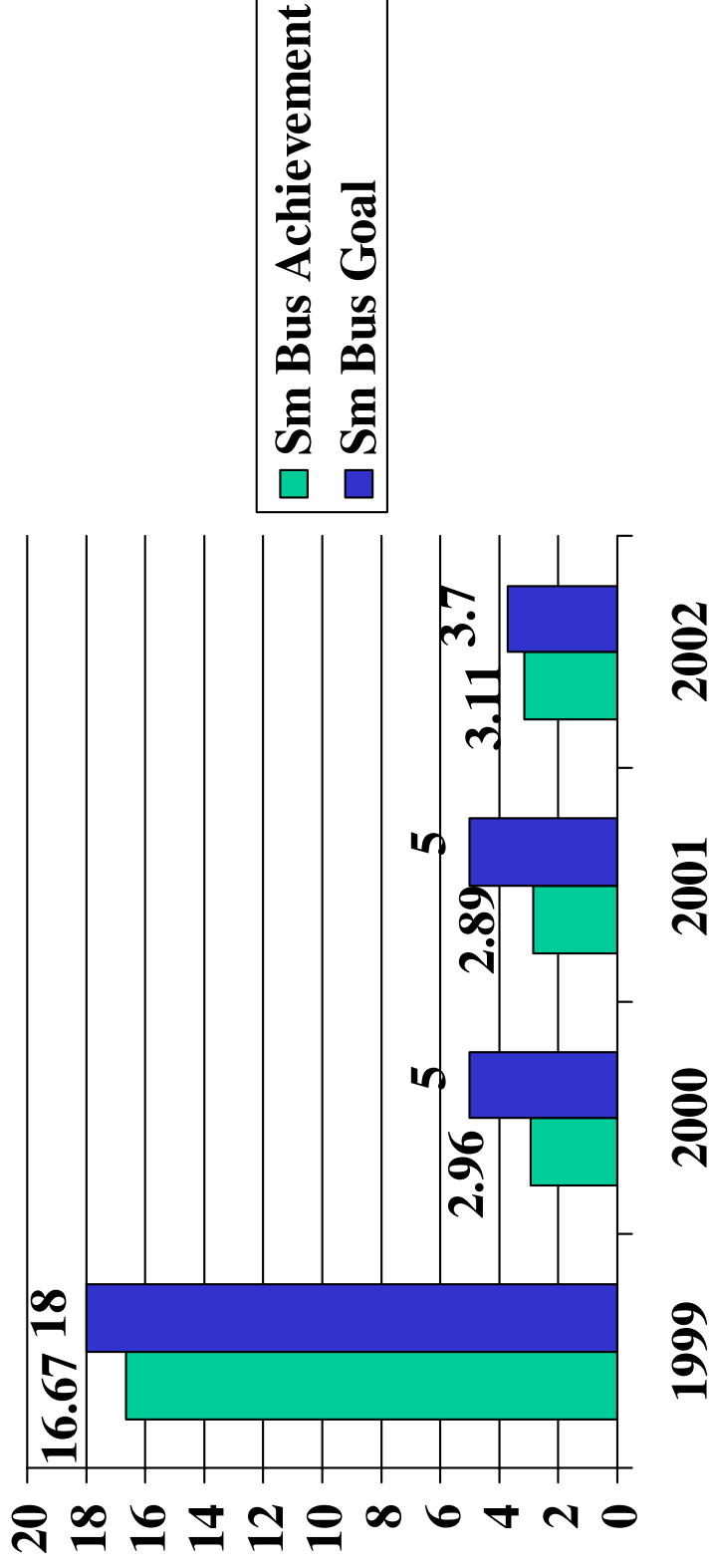
# U.S. Department of Energy

Number of Contracts to HUBZone Businesses



# Department of Energy

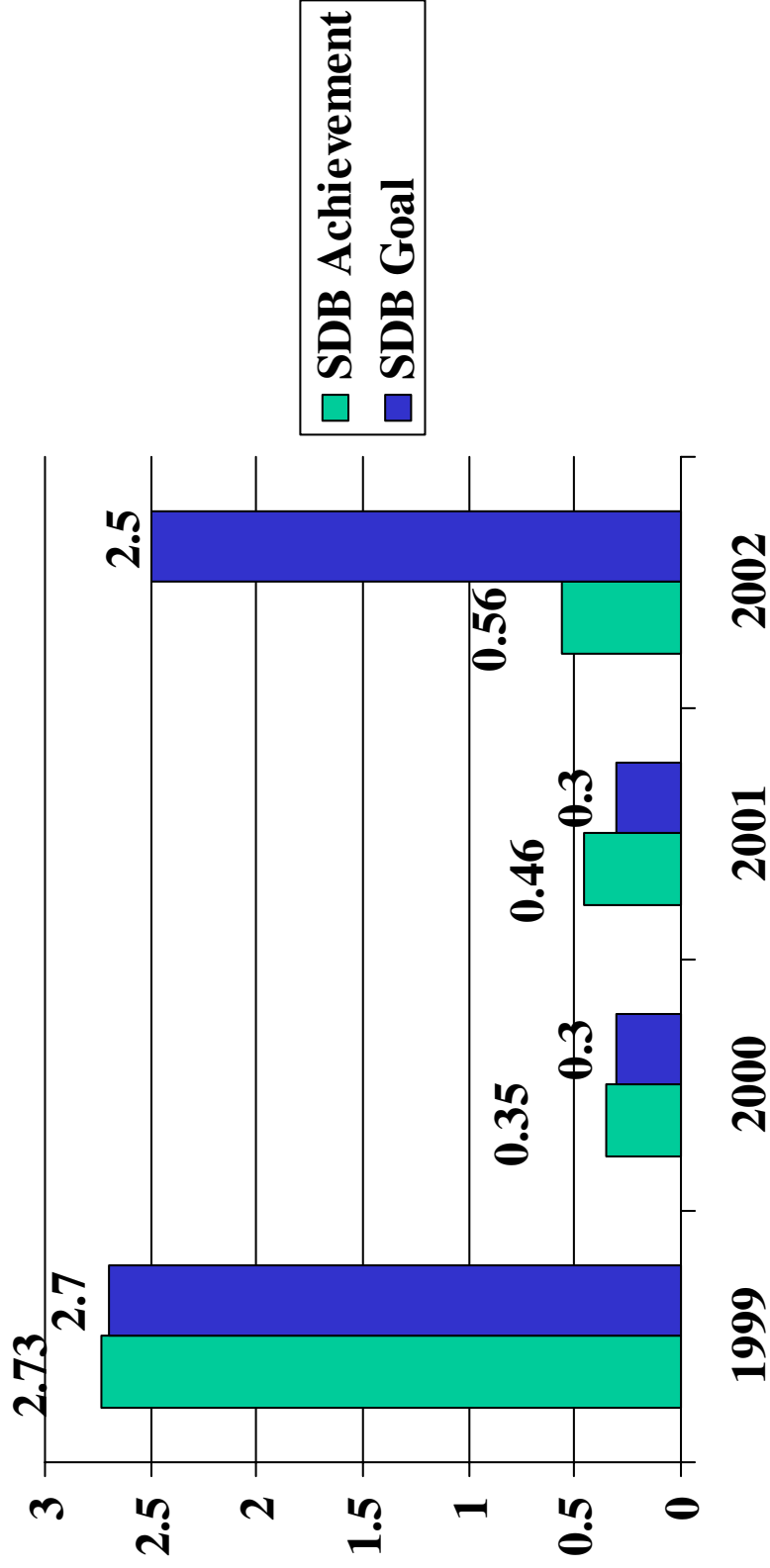
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of Energy

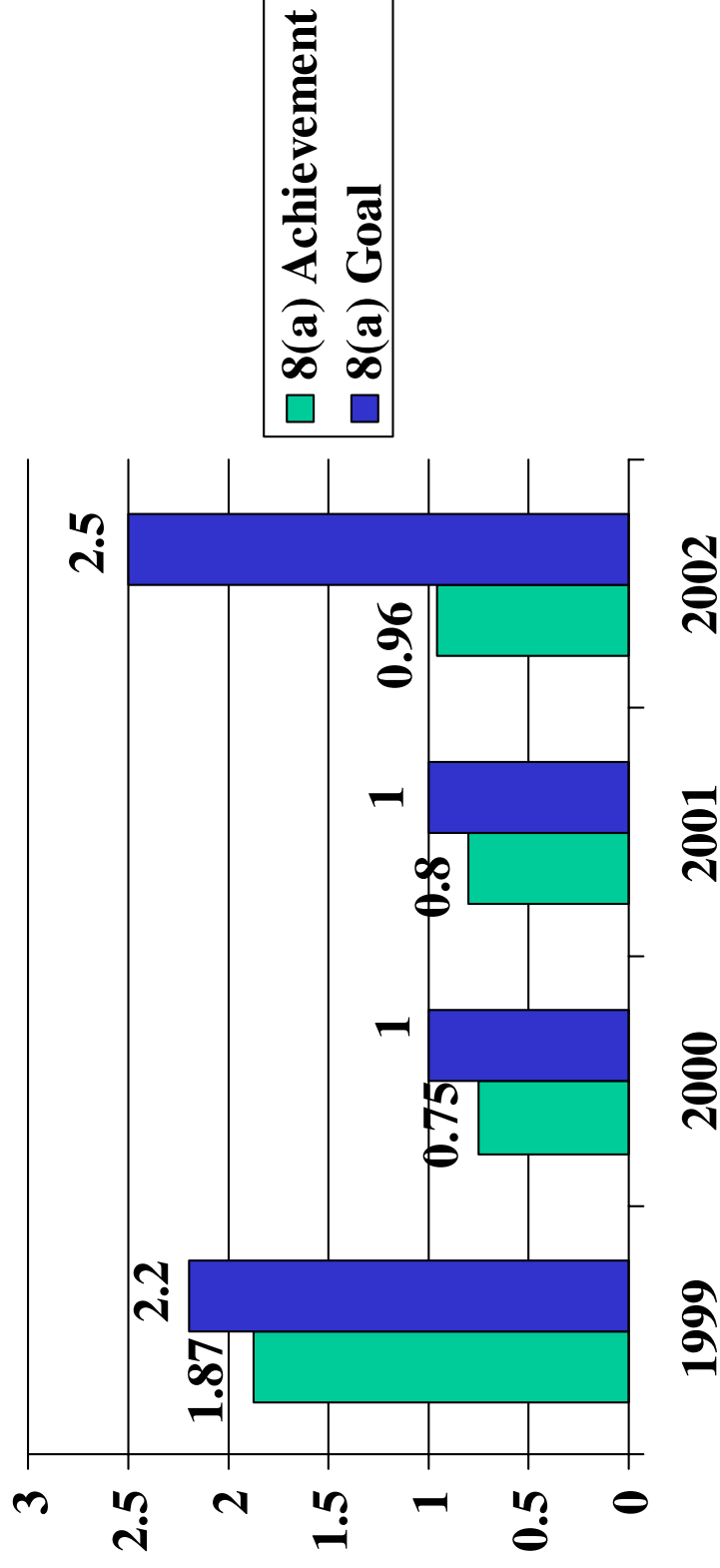
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of Energy

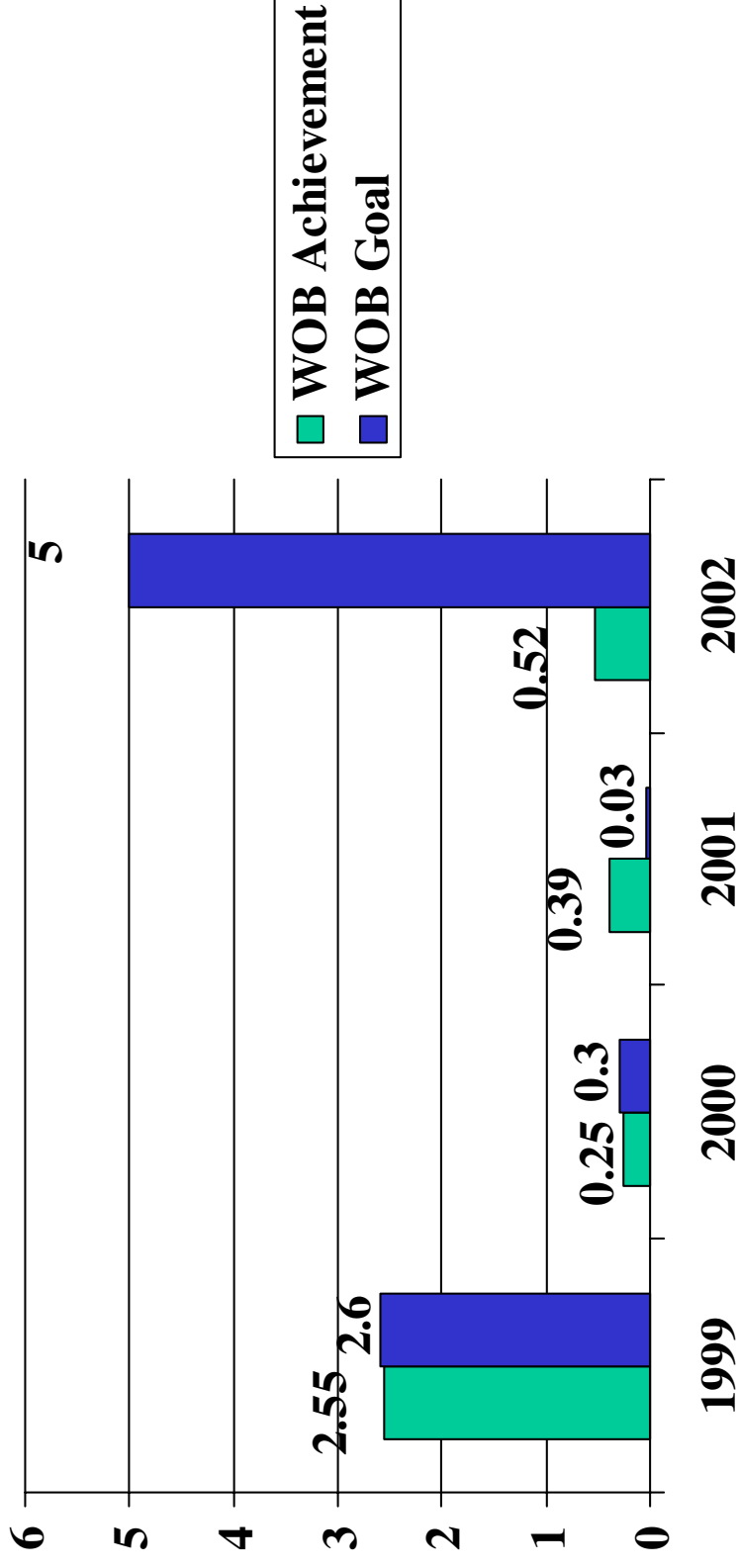
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of Energy

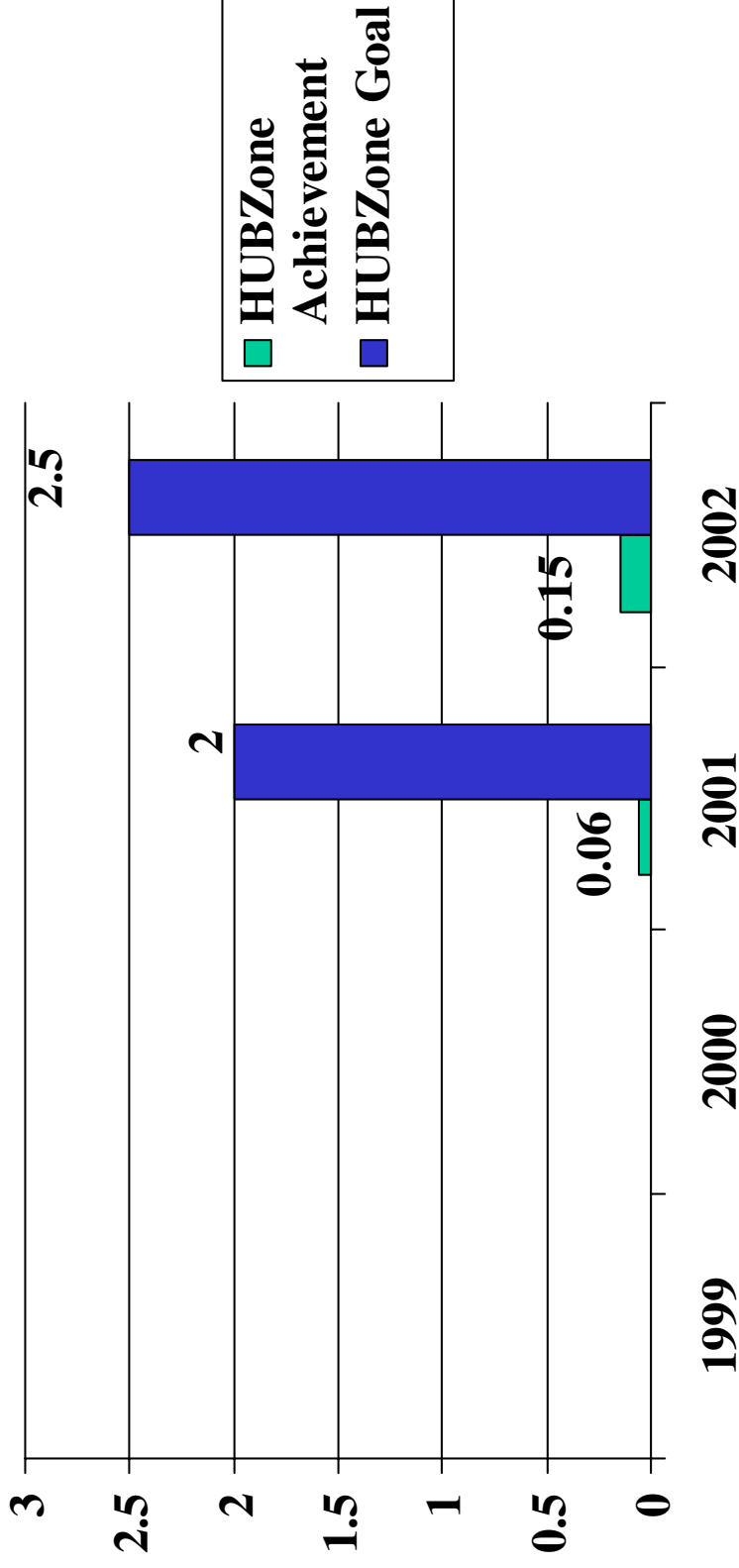
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of Energy

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

# **National Aeronautics and Space Administration**

## **Procurement Dollar Analysis**

The National Aeronautics and Space Administration (NASA) had contracting volume of nearly \$11.8 billion in 1995. Activity in 1996 decreased to \$11.3 billion, \$11.19 billion in 1997, and to \$10.97 billion in 1998. NASA then showed a slight return to higher levels with \$11 billion in procurement activity in 1999 \$11.1 billion in 2000, and \$11.23 billion in 2001. In 2002, NASA reached a contracting dollar level of \$11.63 billion, slightly below the 1995 level.

## **Numbers of Contracts**

### **Small Business**

The number of contract actions with small businesses by NASA decreased from 29,759 in 1999, to 23,202 in 2000, and 20,476 in 2001. In 2002, NASA dropped to 17,186 contract actions with small firms.

### **Small Disadvantaged Business**

The number of NASA contract actions with small disadvantaged businesses increased from 482 in 1999 to 1,269 in 2000. NASA had 1,183 contract actions with small disadvantaged businesses in 2001. In 2002, NASA decreased to 959 contract actions with small disadvantaged businesses.

### **8(a) Program**

The number of contract actions with 8(a) firms by NASA decreased from 3,241 in 1999 to 2,365 in 2000. NASA had 2,674 contract actions with 8(a) firms in 2001. In 2002, NASA had 1,311 contract actions with 8(a) companies, less than half the 1999 level.

### **Women-Owned Business**

The number of NASA contract actions with women-owned firms decreased from 1,774 in 1999 to 1,393 in 2000. NASA had 1,830 contract actions with women-owned businesses in 2001. In 2002, NASA had 1,585 contract actions with women-owned companies.

### **HUBZone Small Business Concerns**

NASA had 131 contract actions with HUBZone companies in 2001. In 2002, NASA had 82 contract actions with HUBZone firms.

## **Goal Achievement**

### **Small Business Goal**

NASA exceeded its goal for contracting with small businesses from 1999 through 2001. Based on 2002 figures, NASA did not achieve its goal. NASA accomplished 14.69 percent, however its goal was 17 percent. As NASA accomplished 86.41 percent of its goal, the grade would normally be a "B." However, as NASA has a goal less than the mandated 23 percent, NASA would normally be downgraded to a "C." As NASA has set a goal below the statutory goal for the past two years, NASA will be further downgraded to a "D." Further, as NASA has set a goal below the statutory goal for the past three years, NASA will be further downgraded to an "F." For fiscal year 2003, NASA has a small business goal of 17 percent.

### **Small Disadvantaged Business Goal**

NASA exceeded its small disadvantaged business goal from 1999 through 2001. Based on 2002 figures, NASA did not achieve its goal. NASA accomplished 3.24 percent, yet its goal was 3.25 percent. As NASA achieved 99.7 percent of its goal, the grade would normally be an "A." Based on the fact that NASA had a goal of 3.25 percent, which is lower than the mandated 5 percent goal, NASA would normally be downgraded to a "B." As NASA has set a goal below the statutory goal for the past two years, NASA will be further downgraded to a "C." Further, as NASA has set a goal below the statutory goal for the past three years, NASA will be further downgraded to a "D." For fiscal year 2003, NASA has a small disadvantaged business goal of 3.25 percent.

### **8(a) Program Goal**

NASA exceeded its 8(a) Program goal from 1999 through 2001. Based on 2002 figures, NASA again exceeded its goal with an achievement of 4.12 percent, however its goal was 3.25 percent. Therefore, the grade will be an "A." NASA's 8(a) Program goal for fiscal year 2003 is 3.25 percent.

### **Women-owned Business Goal**

NASA exceeded its women-owned business goal from 1999 through 2001. Based on 2002 figures, NASA did not accomplish its goal. NASA achieved 2.52 percent, while its goal was 5 percent. As NASA accomplished 50.4 percent of its goal, the grade will be an "F." For fiscal year 2003, NASA has a women-owned business goal of 5 percent.



### HUBZone Small Business Concern Goal

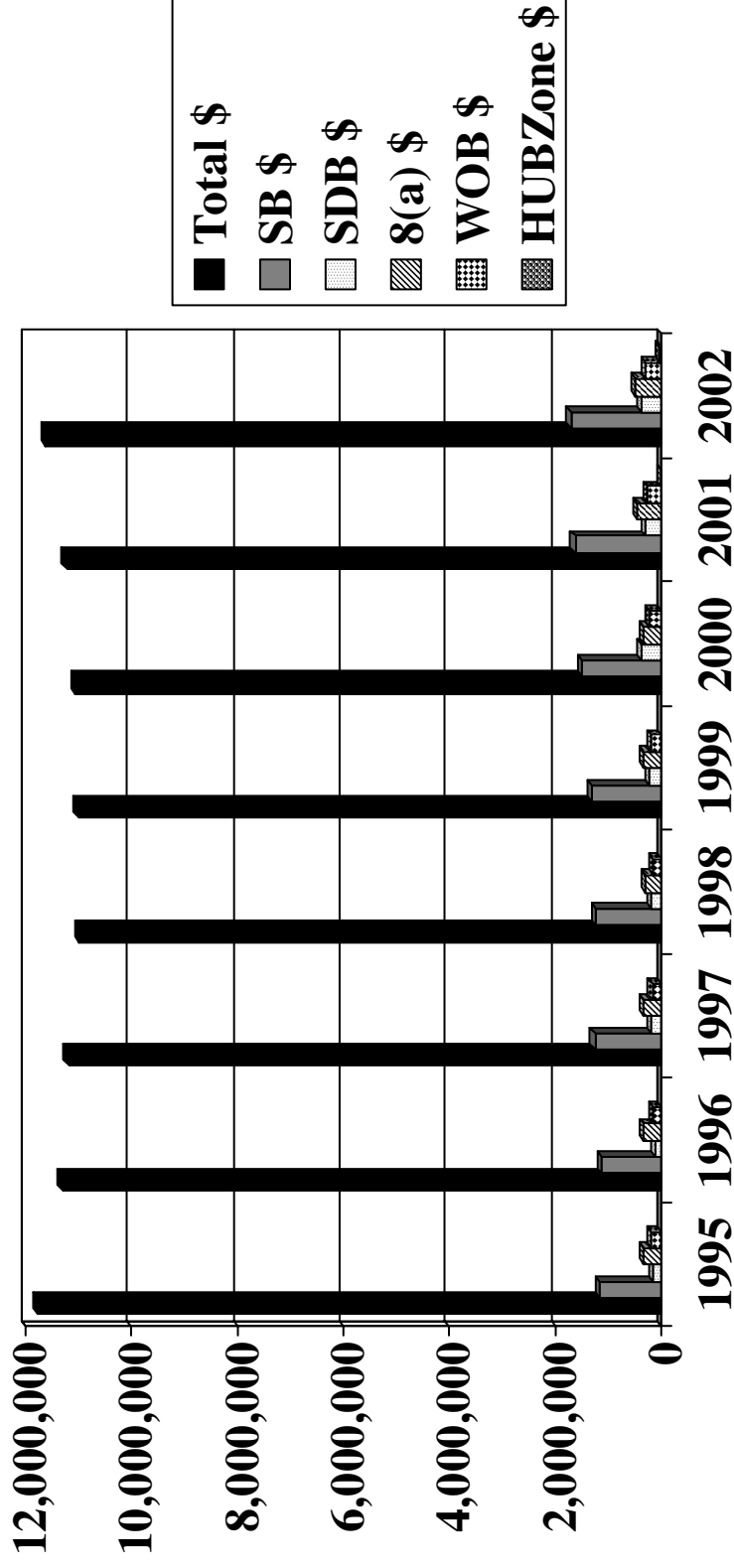
NASA did not achieve its HUBZone goal in 2001. Based on figures for 2002, NASA again did not achieve its goal. NASA accomplished 0.2 percent, while its goal was 2.5 percent. As NASA achieved 8 percent of its goal, the grade will be an “F.” NASA has a HUBZone business goal of 3 percent for fiscal year 2003.

### Overall Grade

Small Business Goal	F 0 points
Small Disadvantaged Business Goal	D 1 point
8(a) Program Goal	A 4 points
Women-Owned Business Goal	F 0 points
HUBZone Goal	F 0 points
Average Grade	D- 1.0 point

With an “F” in the Small Business Goal, a “D” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, an “F” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the National Aeronautics and Space Administration has an overall point total of 1.0 points, for a grade of “D-.”

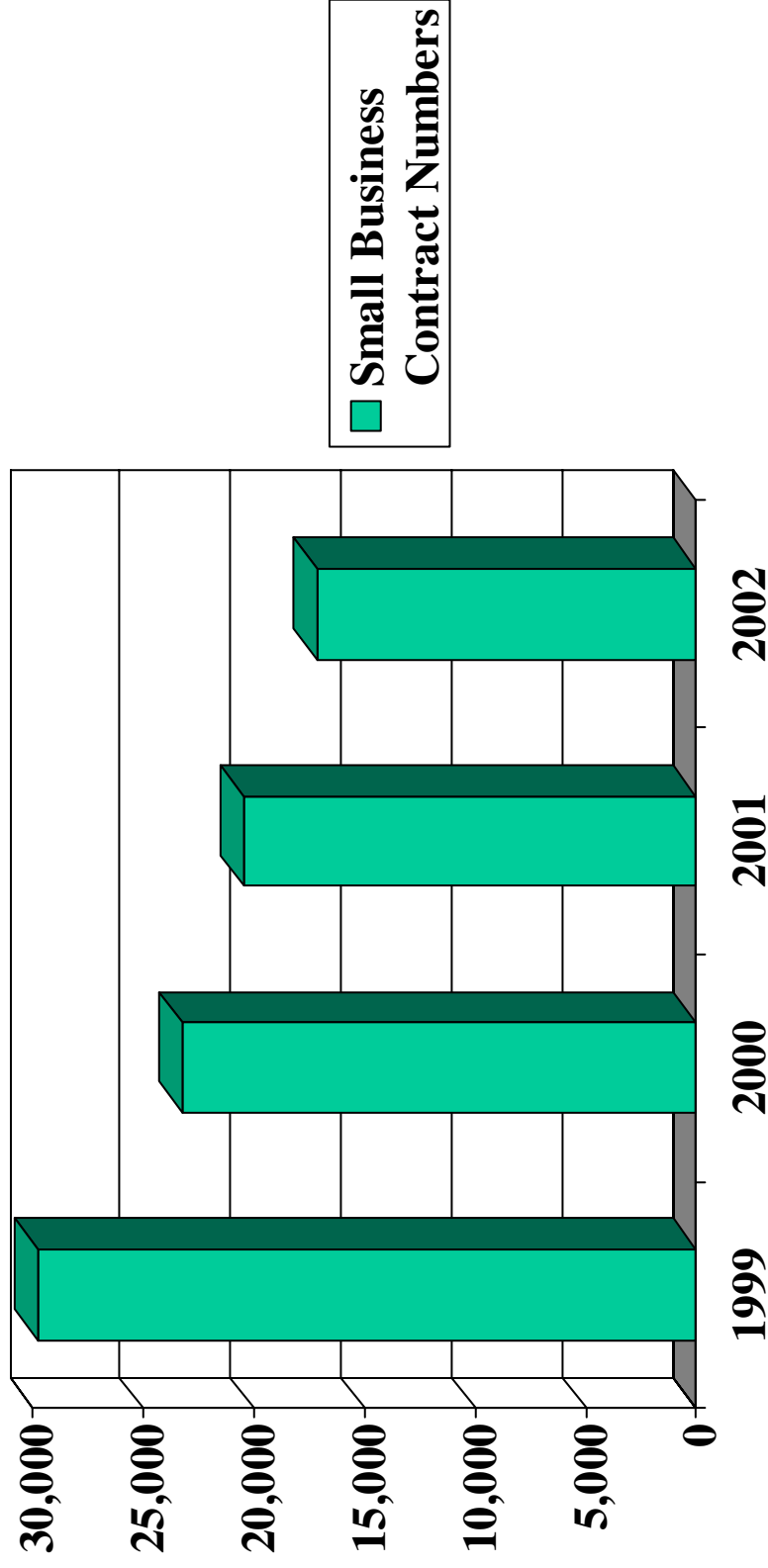
# National Aeronautic and Space Administration Procurement Dollars



Dollars are expressed in millions.

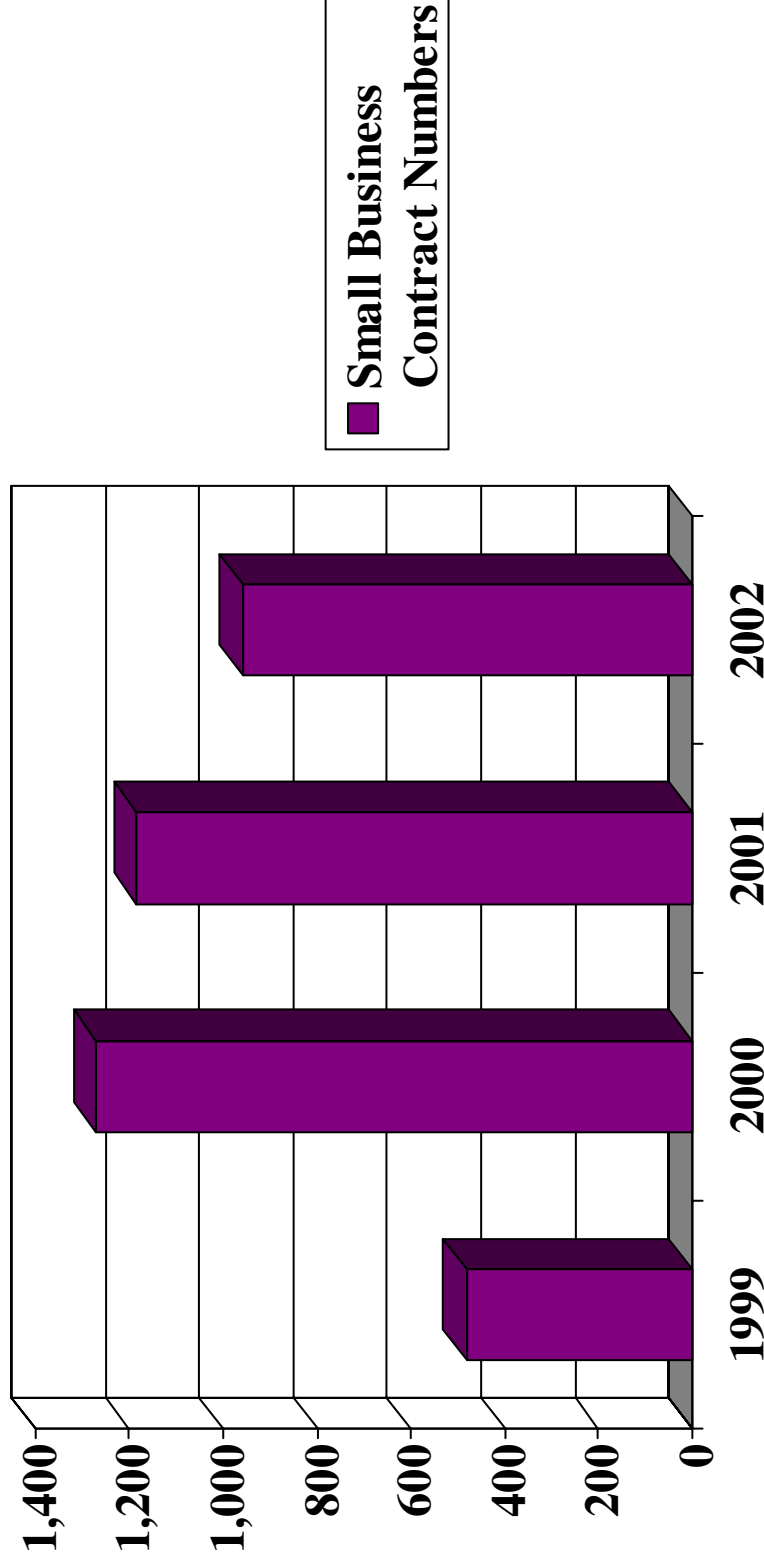
# National Aeronautics and Space Administration

Number of Contracts to Small Businesses



# National Aeronautics and Space Administration

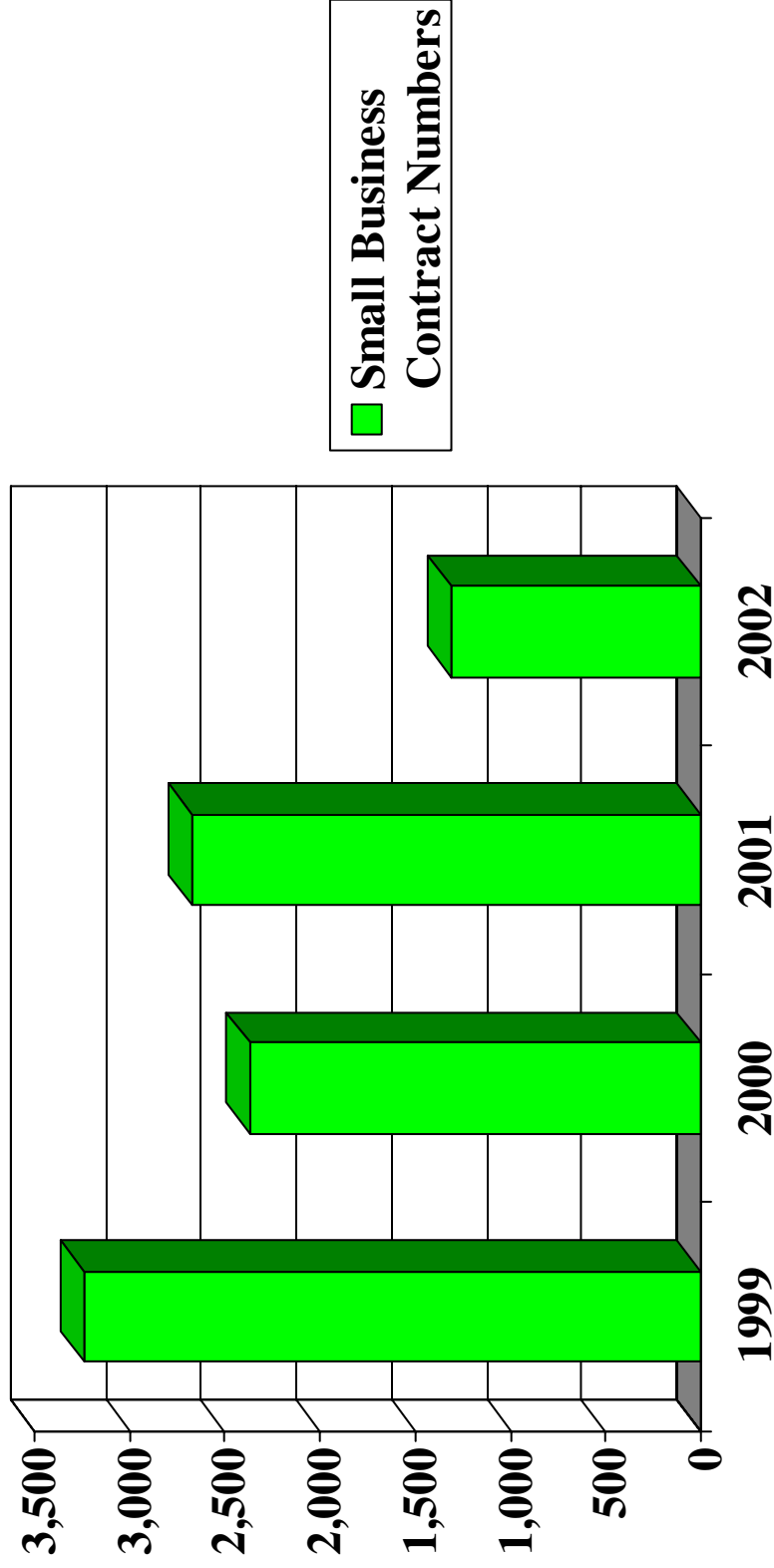
Number of Contracts to Small Disadvantaged Businesses



Note: Negative number of SDB contracts shown in 1998 due to NASA reporting error

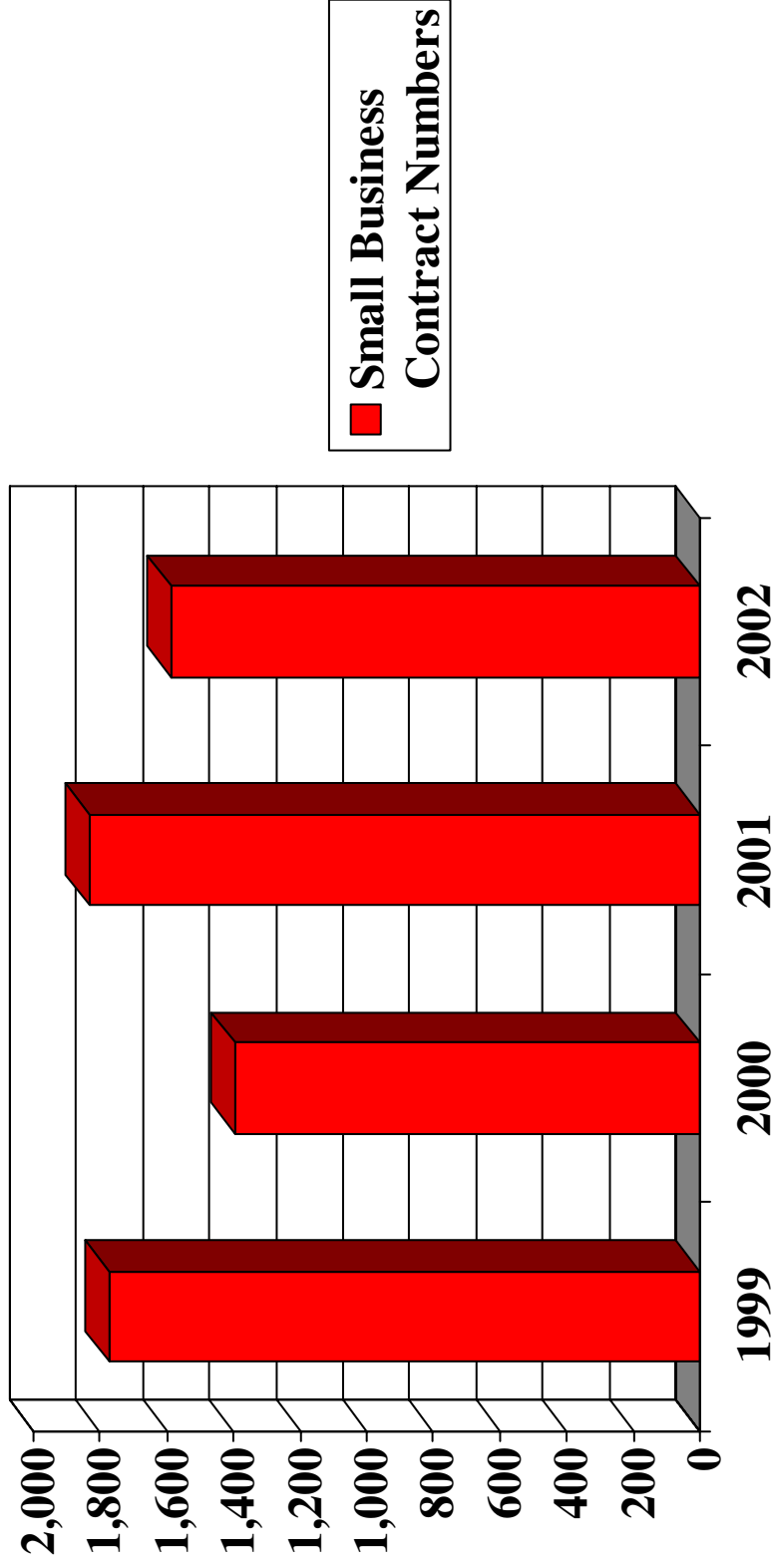
# National Aeronautics and Space Administration

Number of Contracts to 8(a) Firms



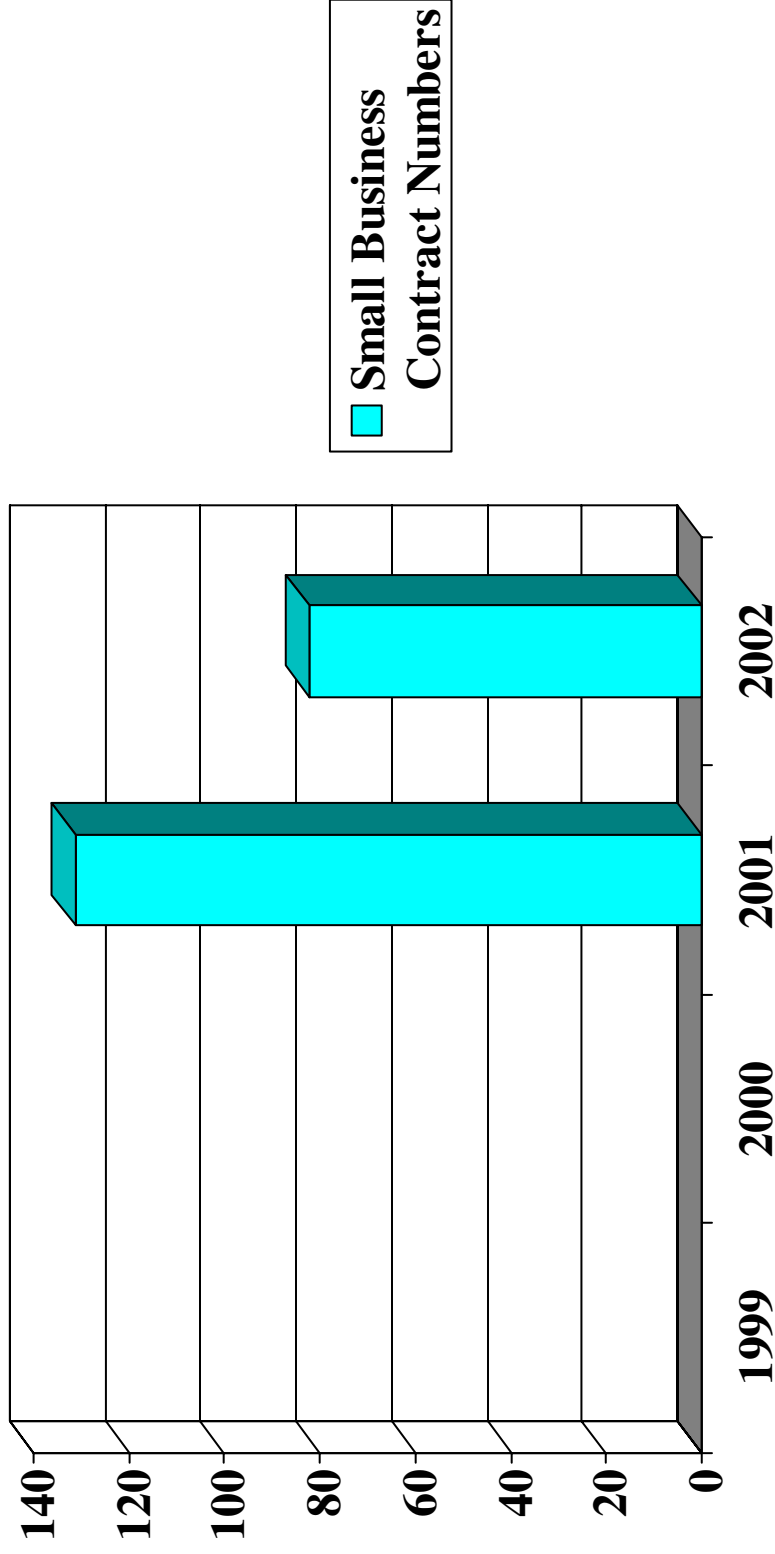
# National Aeronautics and Space Administration

Number of Contracts to Women-Owned Businesses



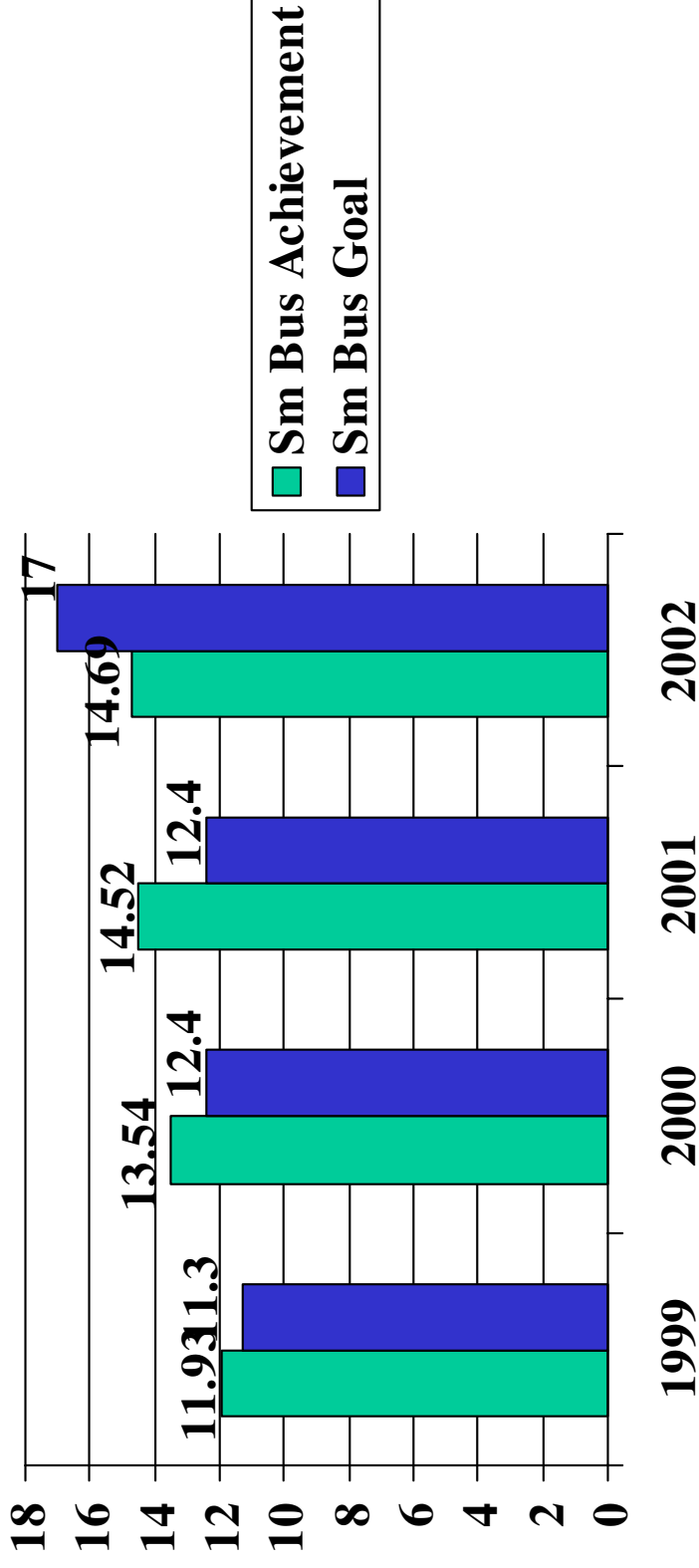
# National Aeronautics and Space Administration

Number of Contracts to HUBZone Businesses



# National Aeronautics and Space Administration

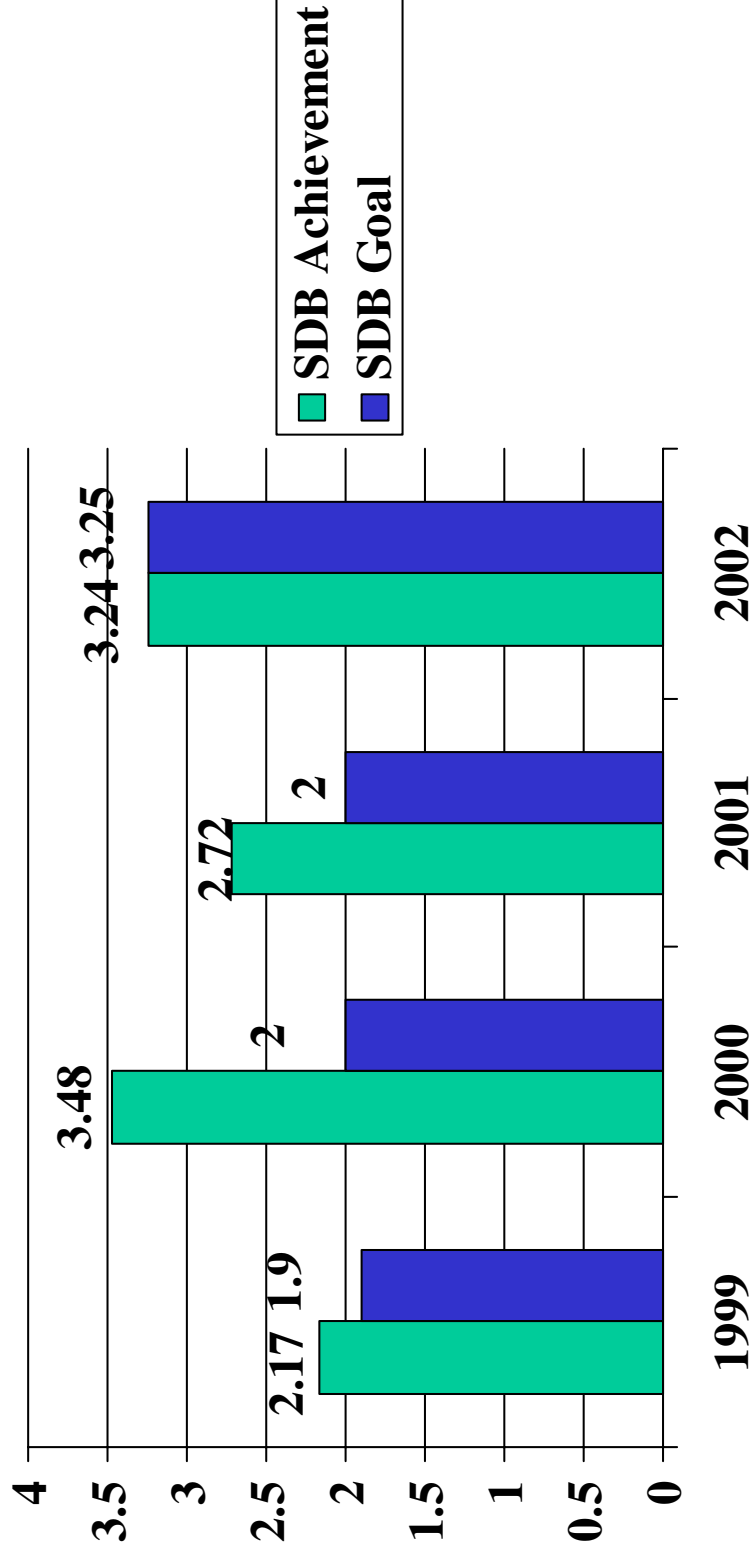
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.



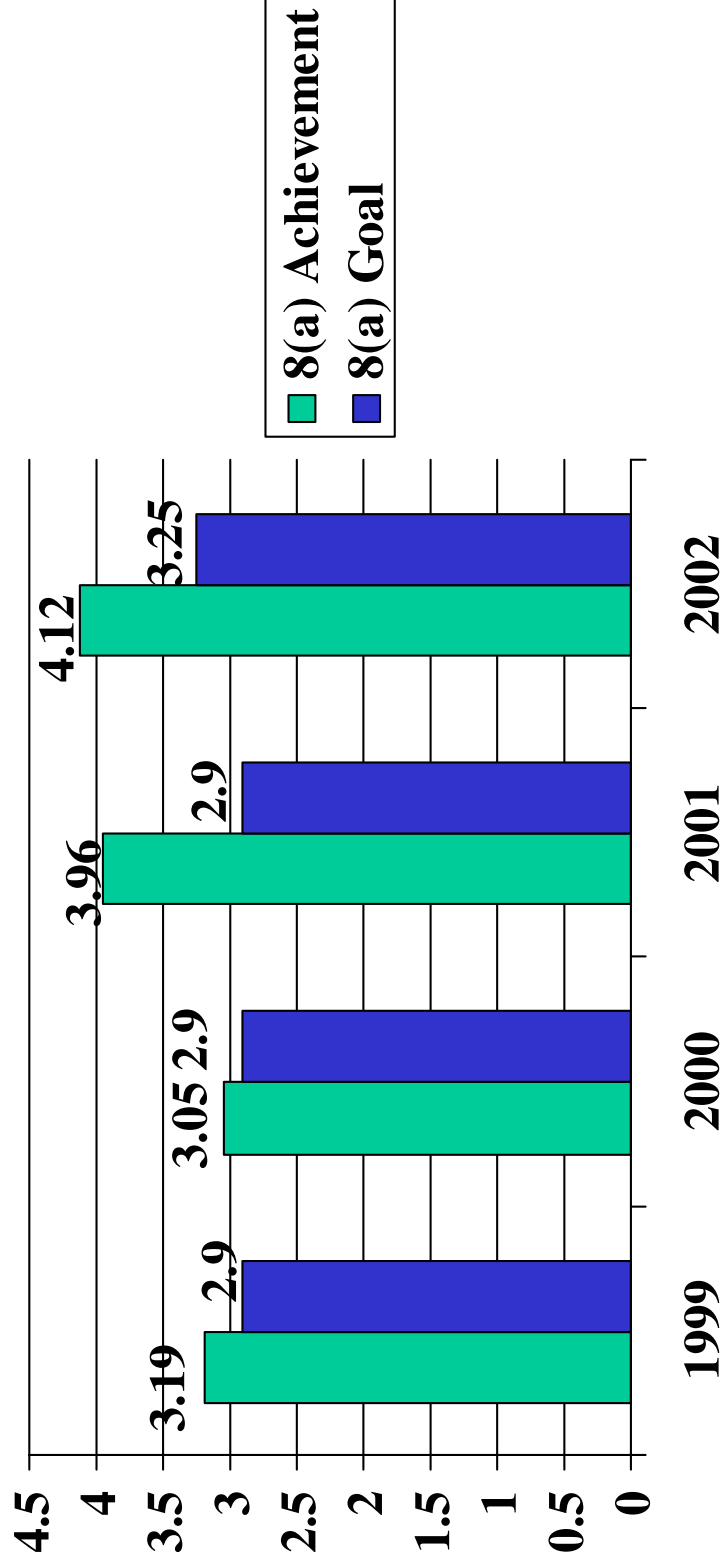
# National Aeronautics and Space Administration SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# National Aeronautics and Space Administration

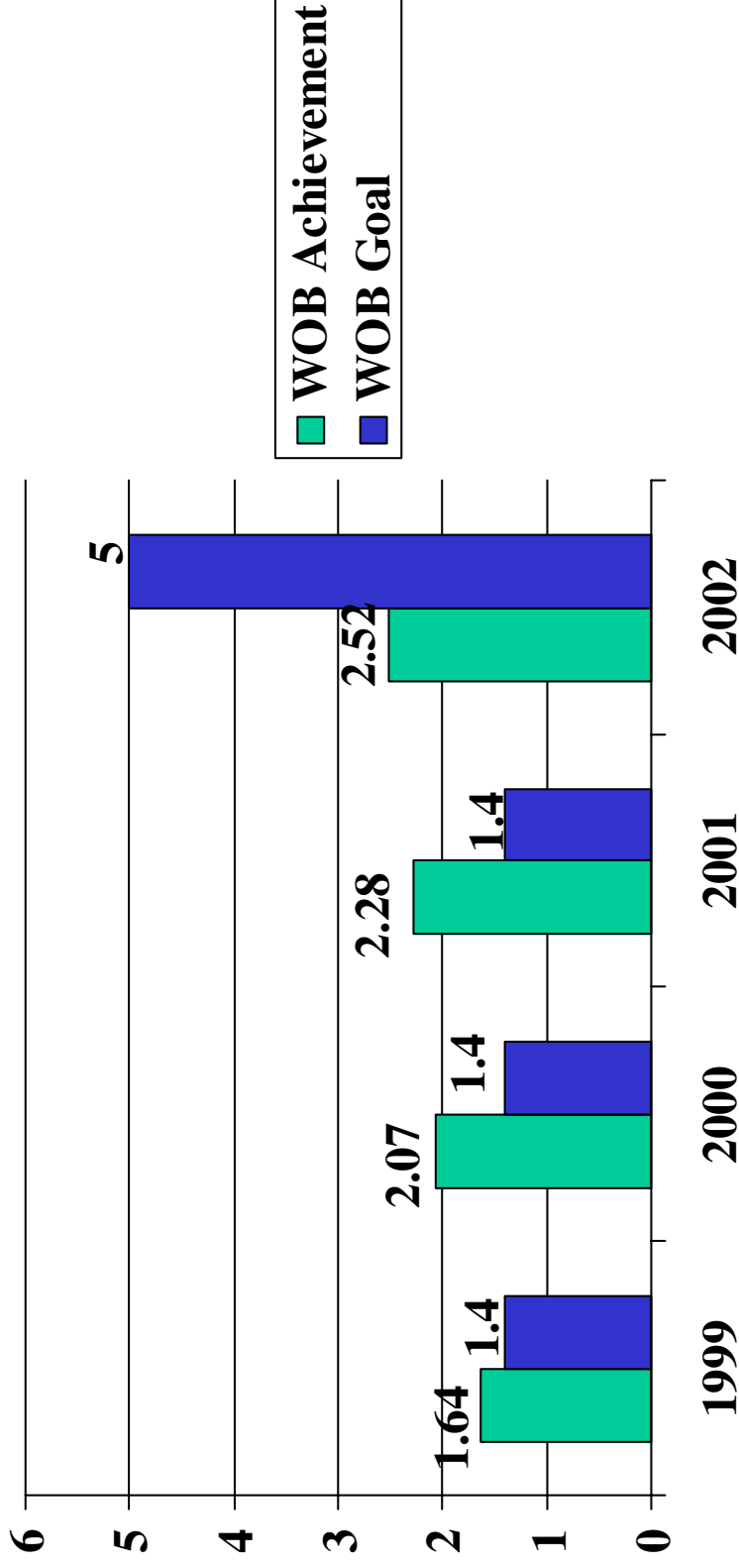
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# National Aeronautics and Space Administration

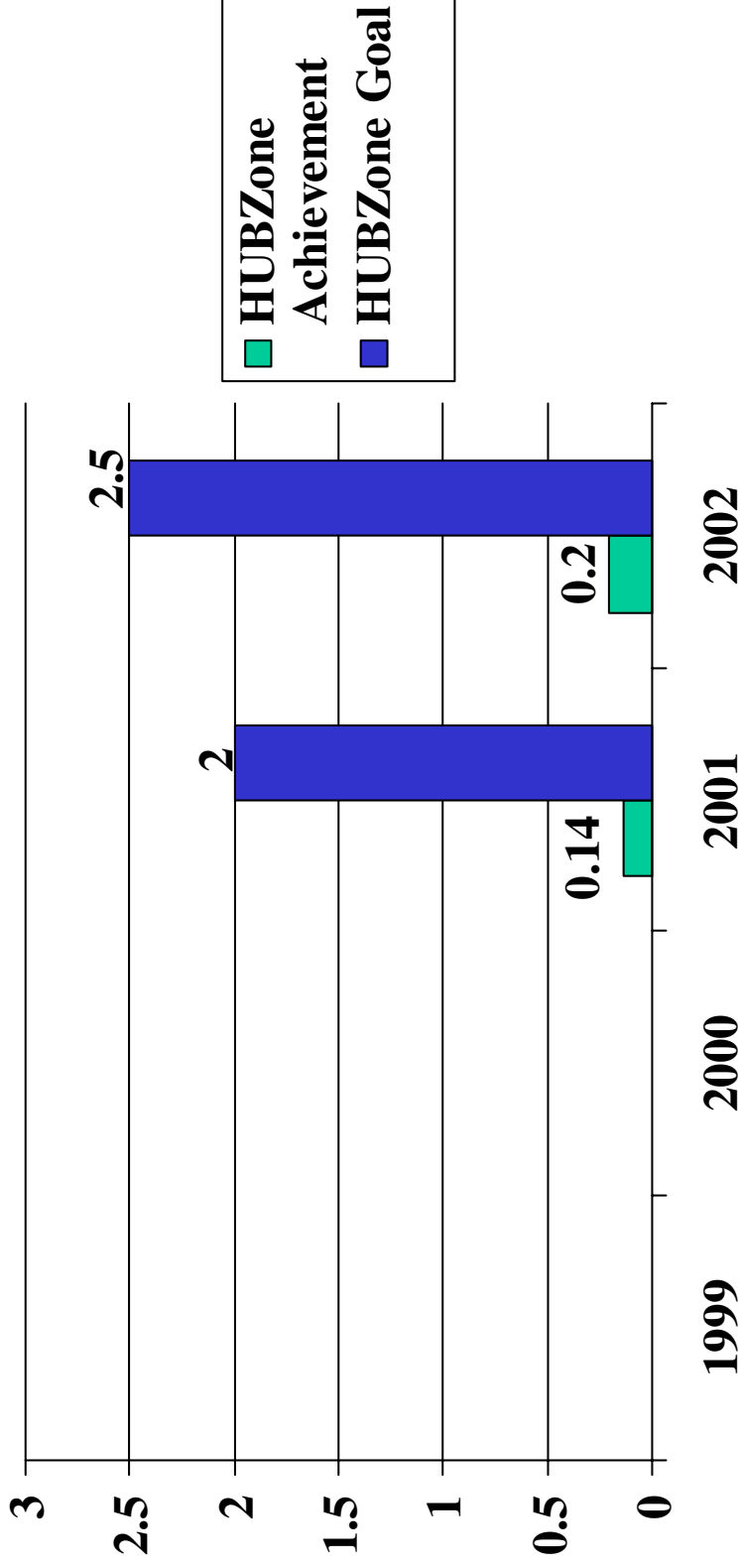
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# National Aeronautics and Space Administration

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **General Services Administration**

### **Procurement Dollar Analysis**

Beginning in 1995, GSA had contracting activity of nearly \$9 billion. In 1996, activity decreased to nearly \$8 billion, while activity increased again in 1997 to \$8.3 billion. Another decrease occurred in 1998 to \$8 billion. In 1999, GSA showed a decrease in procurement activity to \$7.4 billion. Figures for 2000 show an increase to \$11.1 billion. GSA had a decrease in procurement volume to \$10.7 billion in 2001. In 2002, GSA's contracting activity decreased to \$9.4 billion.

### **Numbers of Contracts**

#### **Small Business**

The number of contract actions with small businesses by the GSA decreased from 378,295 in 1999, to 372,503 in 2000, and 98,677 in 2001. In 2002, GSA had 96,755 contract actions with small firms, a four year low.

#### **Small Disadvantaged Business**

From 1999 to 2001, the number of contract actions with small disadvantaged businesses by the GSA decreased from 20,256 in 1999, to 19,219 in 2000, and 7,472 in 2001. In 2002, GSA had 9,791 contract actions with small disadvantaged businesses, less than half the 1999 level.

#### **8(a) Program**

The number of GSA contract actions with 8(a) firms decreased from 8,228 in 1999 to 4,579 in 2000. GSA had 4,842 contract actions with 8(a) firms in 2001. In 2002, GSA had 4,919 contract actions with 8(a) companies.

#### **Women-Owned Business**

The number of GSA contract actions with women-owned firms increased from 39,502 in 1999 to 45,656 in 2000. GSA had 12,716 contract actions with women-owned companies in 2001. In 2002, GSA had 12,271 contract actions with women-owned businesses, approximately one-fourth the 2000 level.

#### **HUBZone Small Business Concerns**

GSA had 420 contract actions with HUBZone companies in 2001. In 2002, GSA had 616 contract actions with HUBZone firms.

## **Goal Achievement**

### **Small Business Goal**

GSA exceeded its goal for doing business with small businesses from 1999 through 2001. Based on figures for 2002, GSA surpassed its goal of 40 percent with an achievement of 44.35 percent. Therefore, the grade will be an "A." For 2003, GSA has a small business goal of 40 percent.

### **Small Disadvantaged Business Goal**

GSA exceeded its small disadvantaged business goal from 1999 through 2001. Based on 2002 figures, GSA did not accomplish its goal. GSA achieved 6.13 percent, yet its goal was 10 percent. As GSA achieved 61.3 percent of its goal, the grade will be a "D." For 2003, GSA has a small disadvantaged business goal of 10 percent.

### **8(a) Program Goal**

GSA exceeded its 8(a) Program goal in 1999, but did not accomplish its goal in 2000 or 2001. Based on figures for 2002, GSA again did not achieve its goal. GSA achieved 4.25 percent, while its goal was 6 percent. As GSA achieved 70.8 percent of its goal, the grade will be a "C." GSA has an 8(a) Program goal for fiscal year 2003 of 6 percent.

### **Women-owned Business Goal**

GSA did not accomplish its women-owned business goal in 1999 or 2000, but exceeded its goal in 2001. Based on figures for 2002, GSA did not achieve its goal. GSA accomplished 4.06 percent, however its goal was 5 percent. As GSA achieved 81.2 percent of its goal, the grade will be a "B." GSA has a women-owned business goal of 5 percent for fiscal year 2003.

### **HUBZone Small Business Concern Goal**

GSA did not achieve its HUBZone goal in 2001. Based on figures for 2002, GSA again did not achieve its goal. GSA accomplished 1.04 percent, while its goal was 2.5 percent. As GSA achieved 41.6 percent of its goal, the grade will be an "F." GSA has a HUBZone business goal of 3 percent for fiscal year 2003.

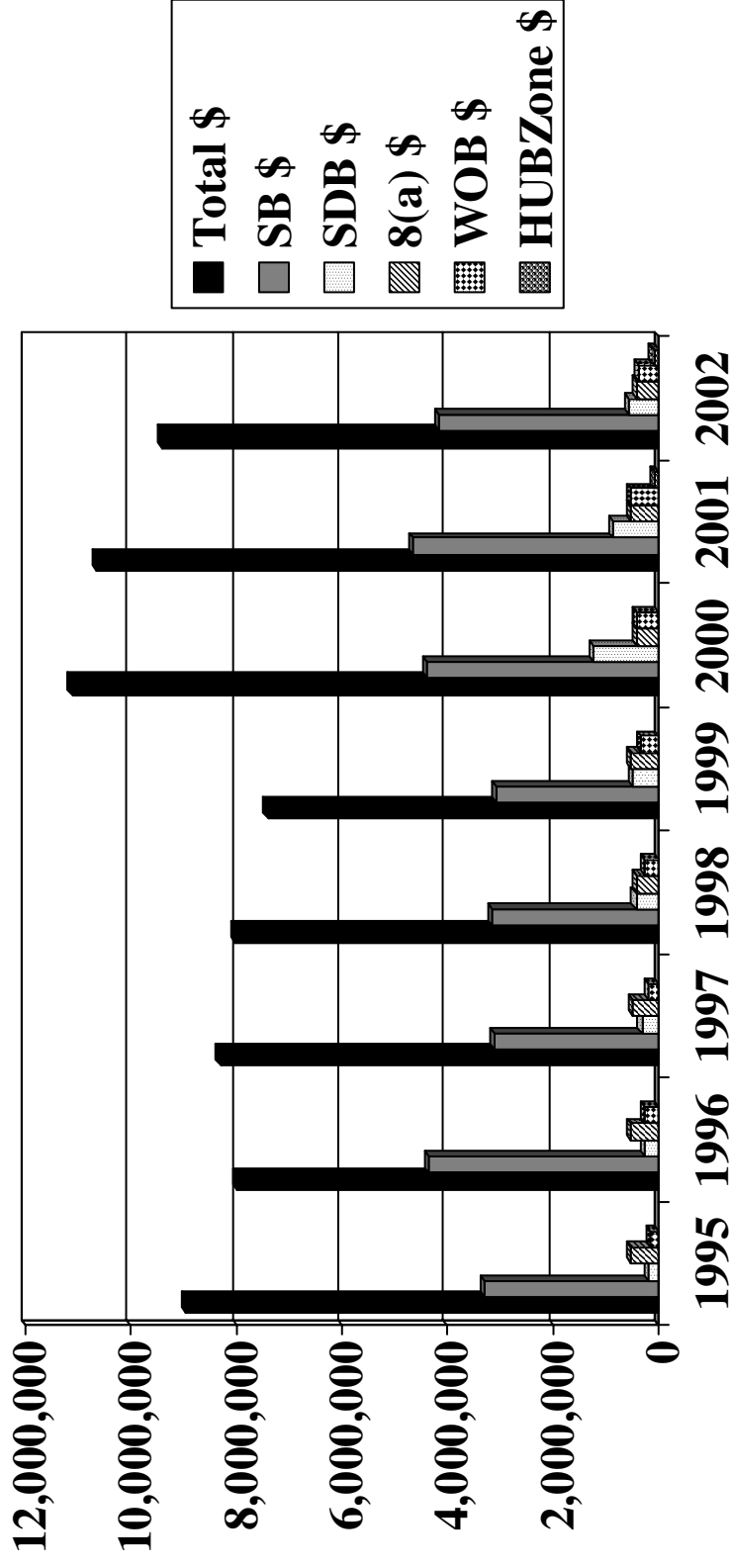
### Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	D 1 point
8(a) Program Goal	C 2 points
Women-Owned Business Goal	B 3 points
HUBZone Goal	F 0 points
Average Grade	C- 2.0 points

With an “A” in the Small Business Goal, a “D” in the Small Disadvantaged Business Goal, a “C” in the 8(a) Program goal, a “B” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the General Services Administration has an overall point total of 2.0 points, for a grade of “C-.”

# General Services Administration

## Procurement Dollars

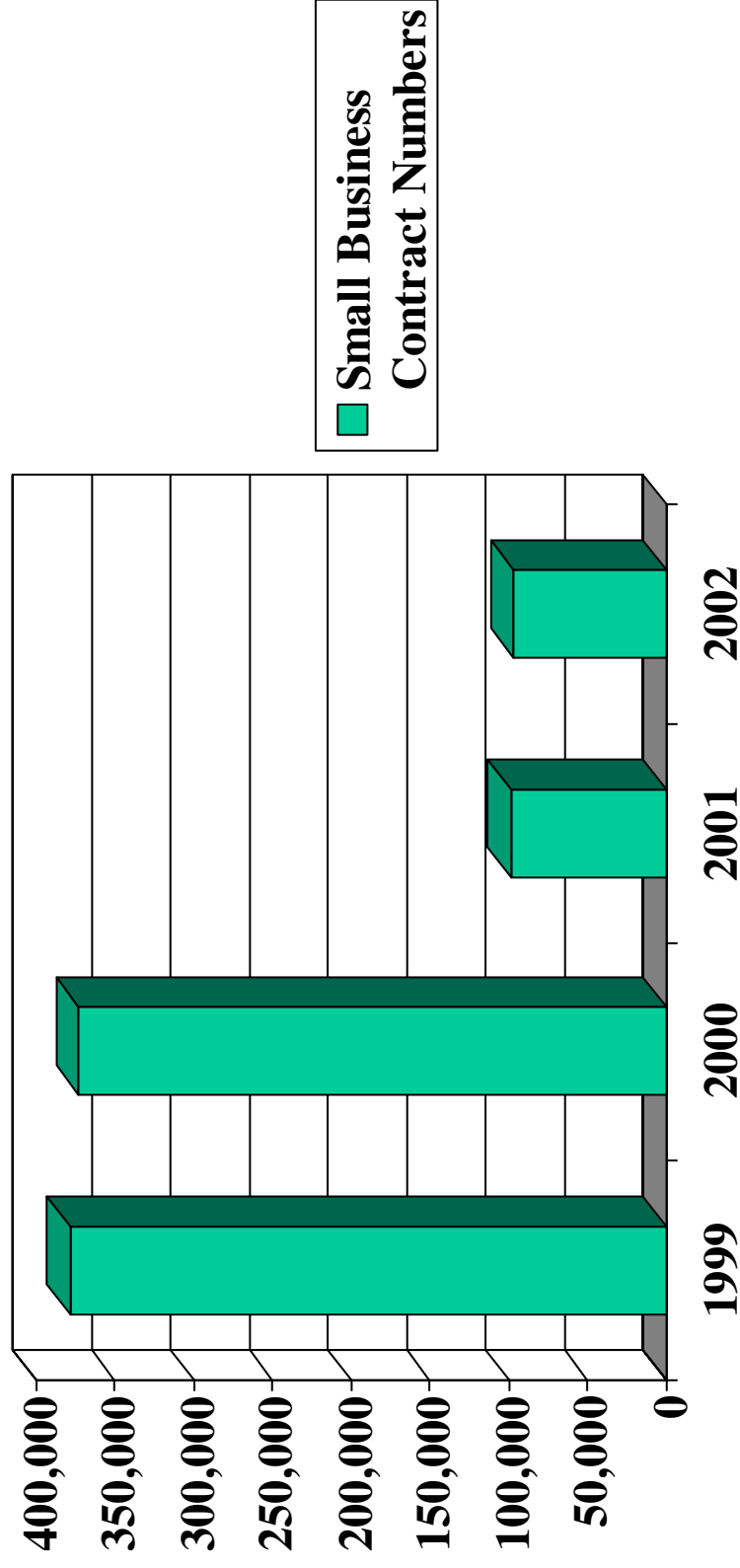


Dollars are expressed in millions.



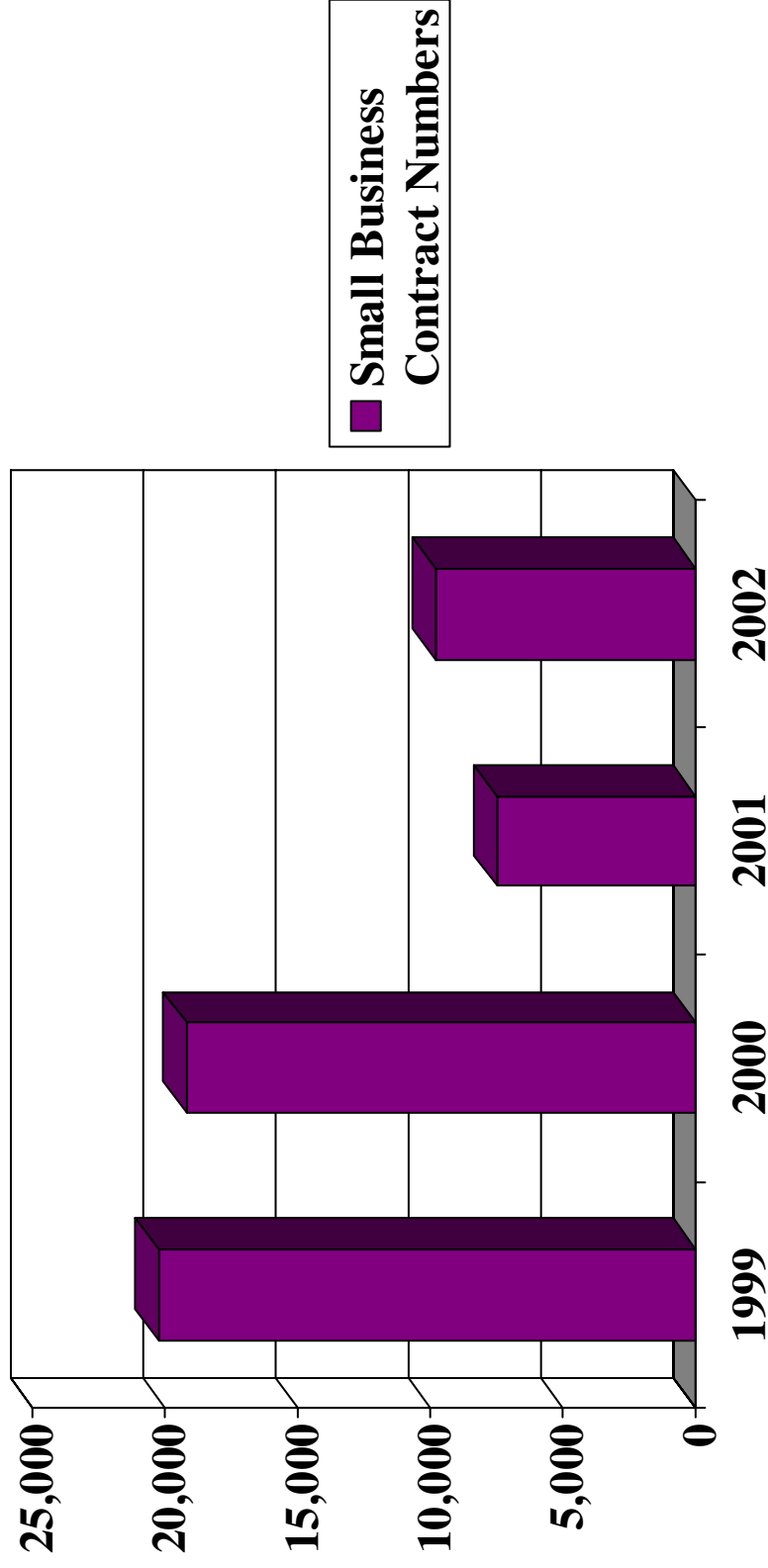
# General Services Administration

Number of Contracts to Small Businesses



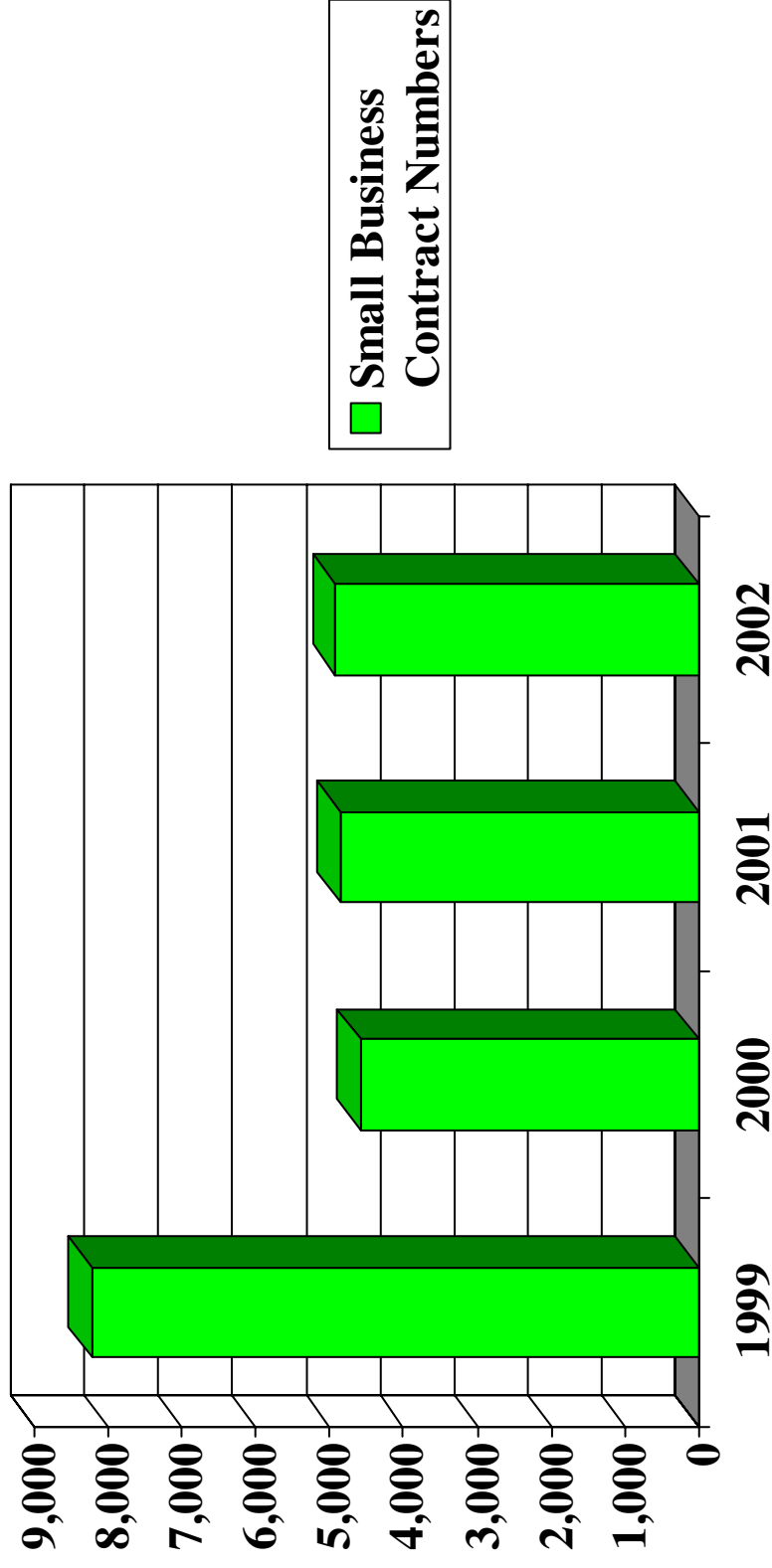
# General Services Administration

Number of Contracts to Small Disadvantaged Businesses



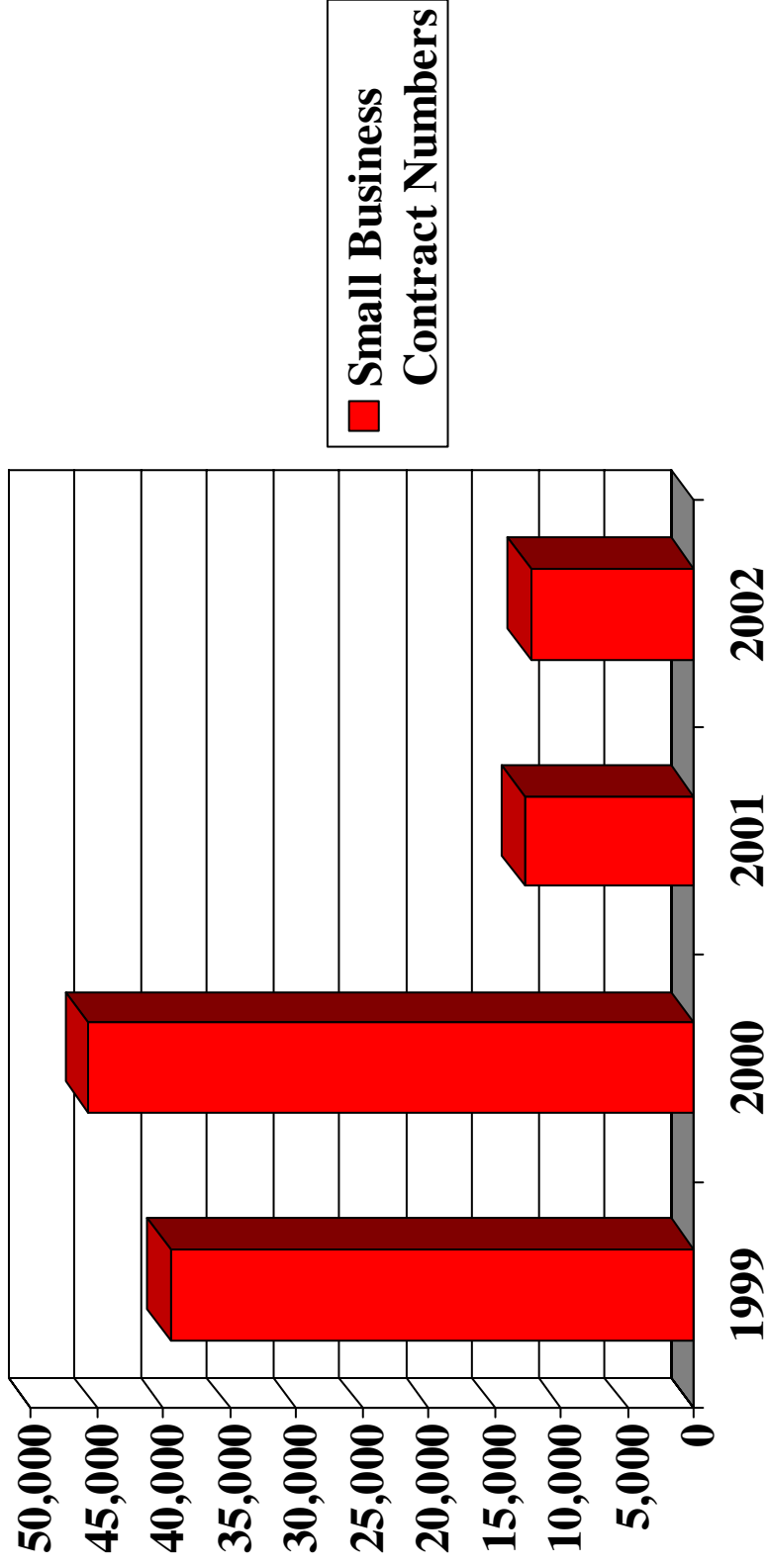
# General Services Administration

Number of Contracts to 8(a) Firms



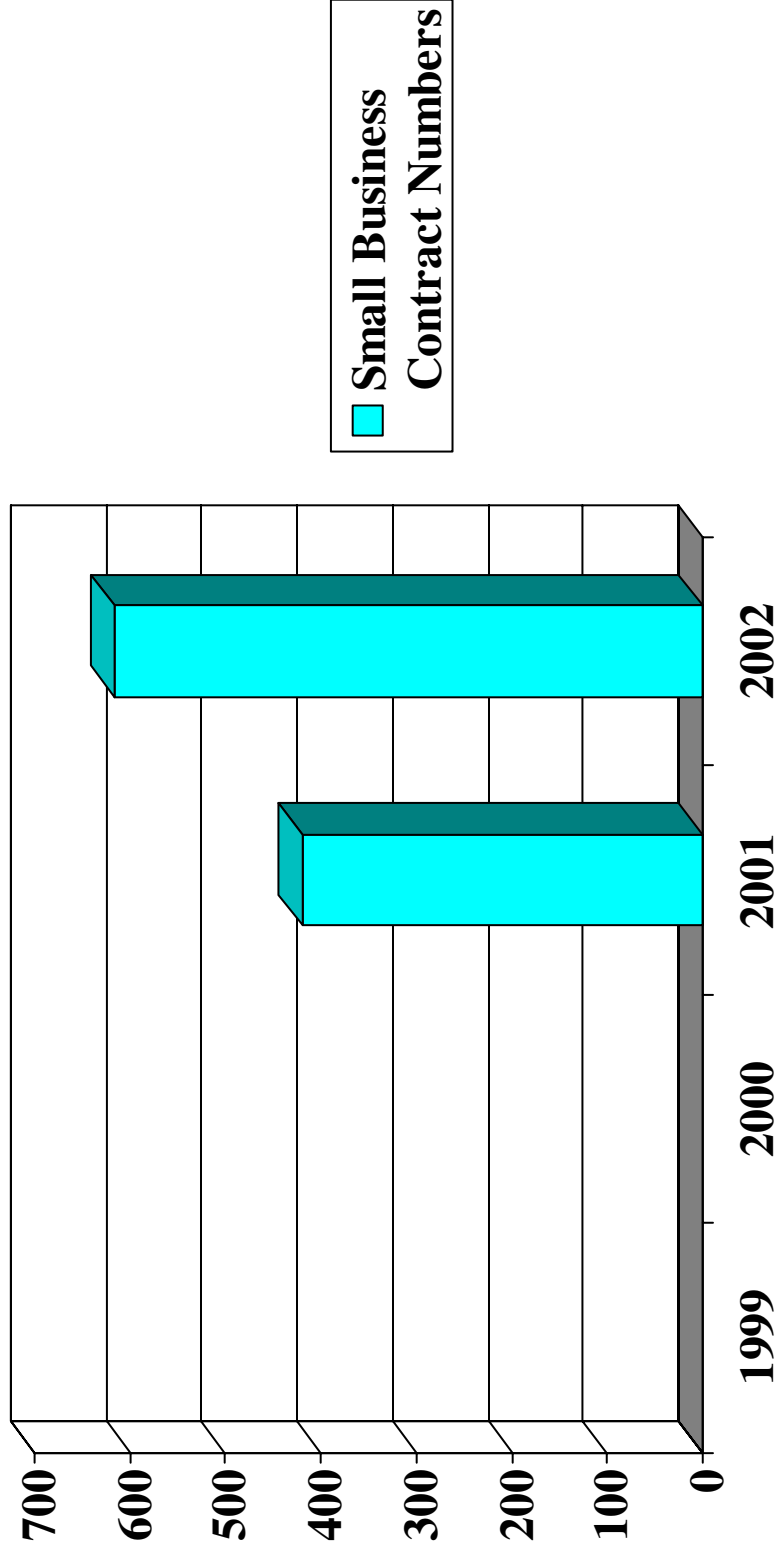
# General Services Administration

Number of Contracts to Women-Owned Businesses



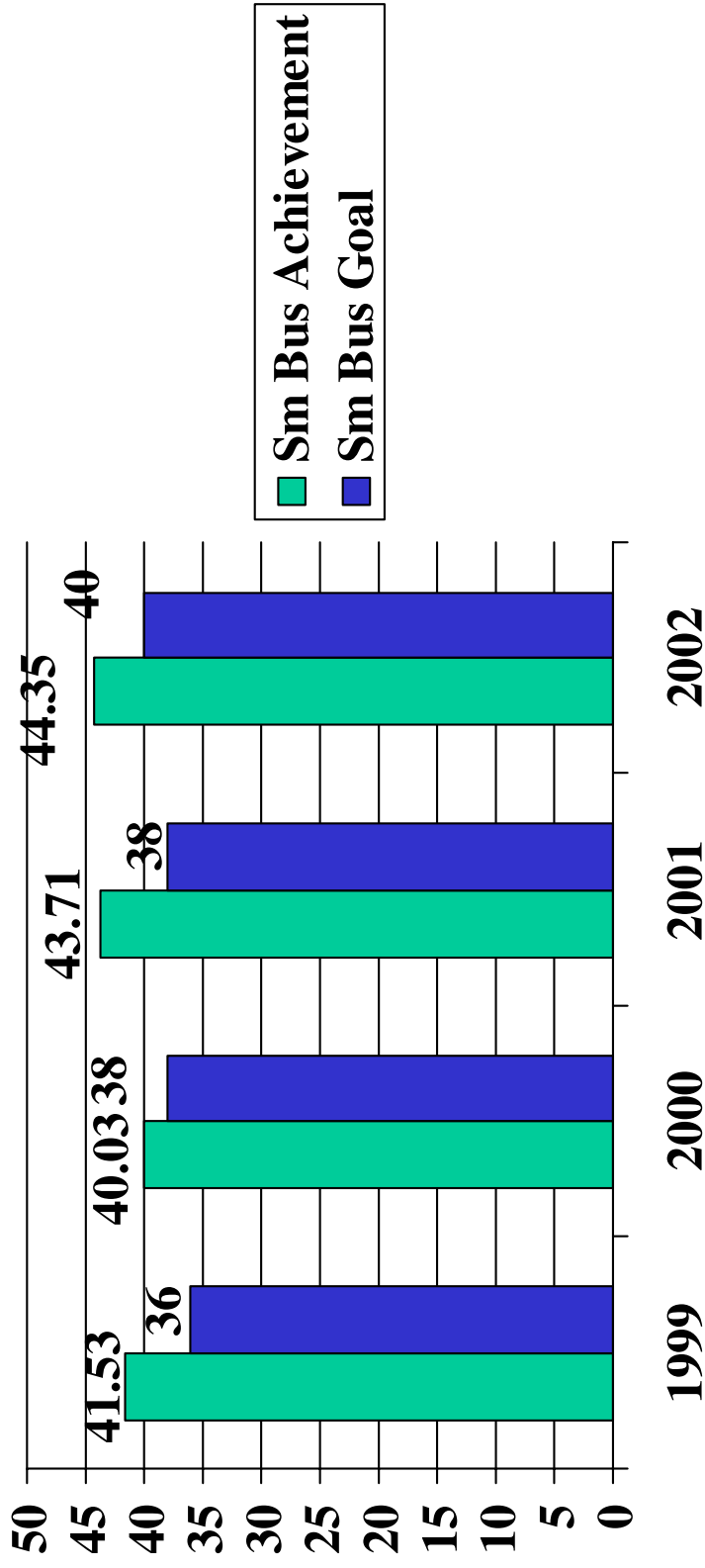
# General Services Administration

Number of Contracts to HUBZone Businesses



# General Services Administration

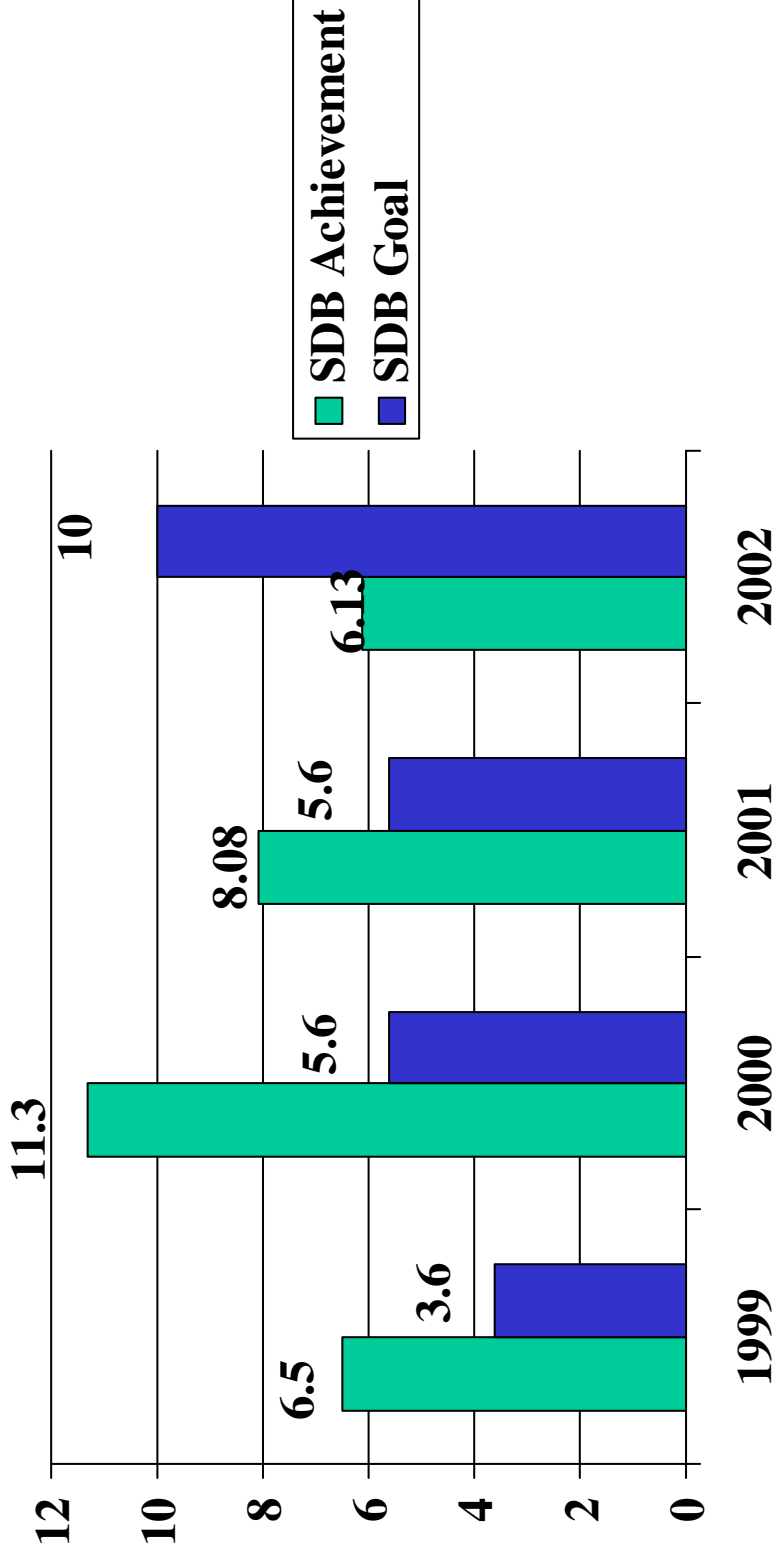
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# General Services Administration

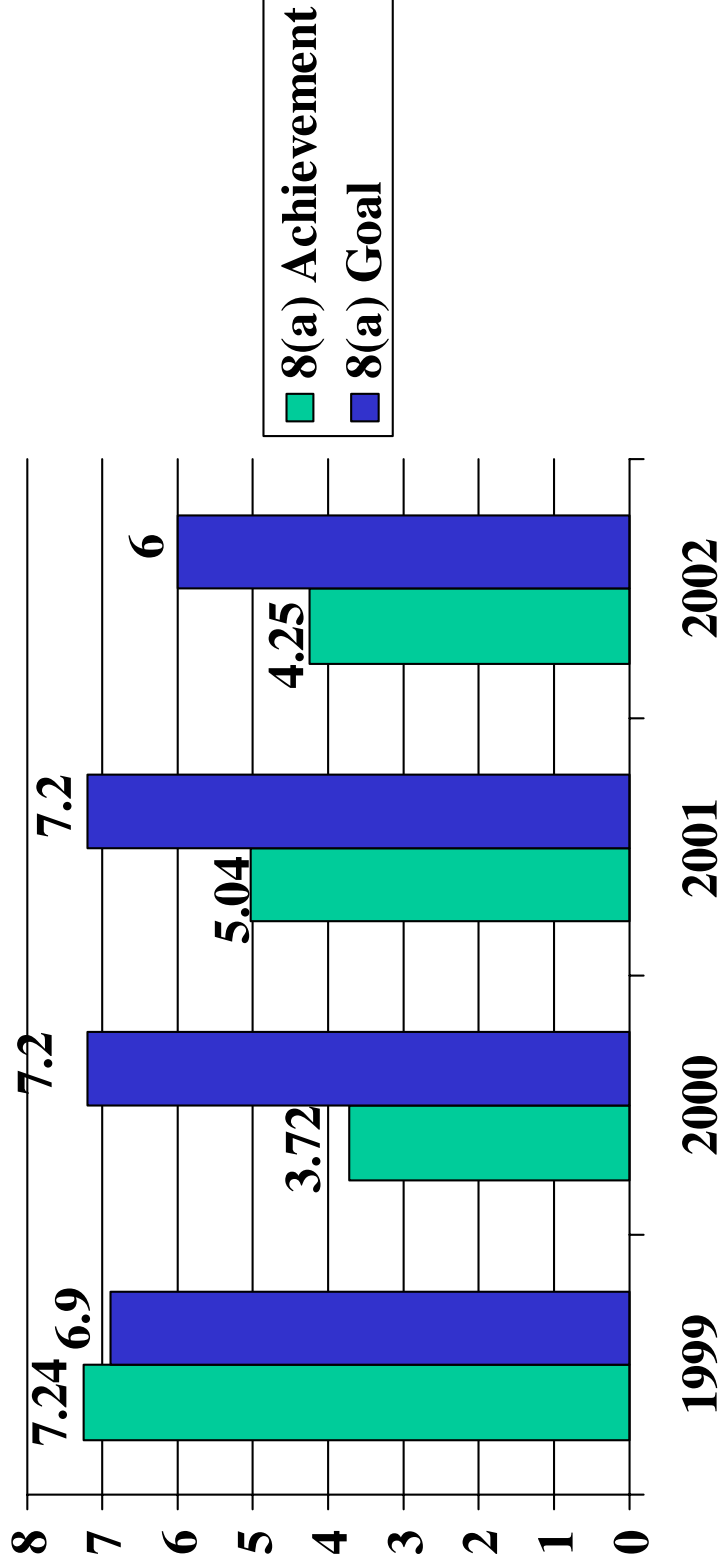
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# General Services Administration

## 8(a) Goal Achievement

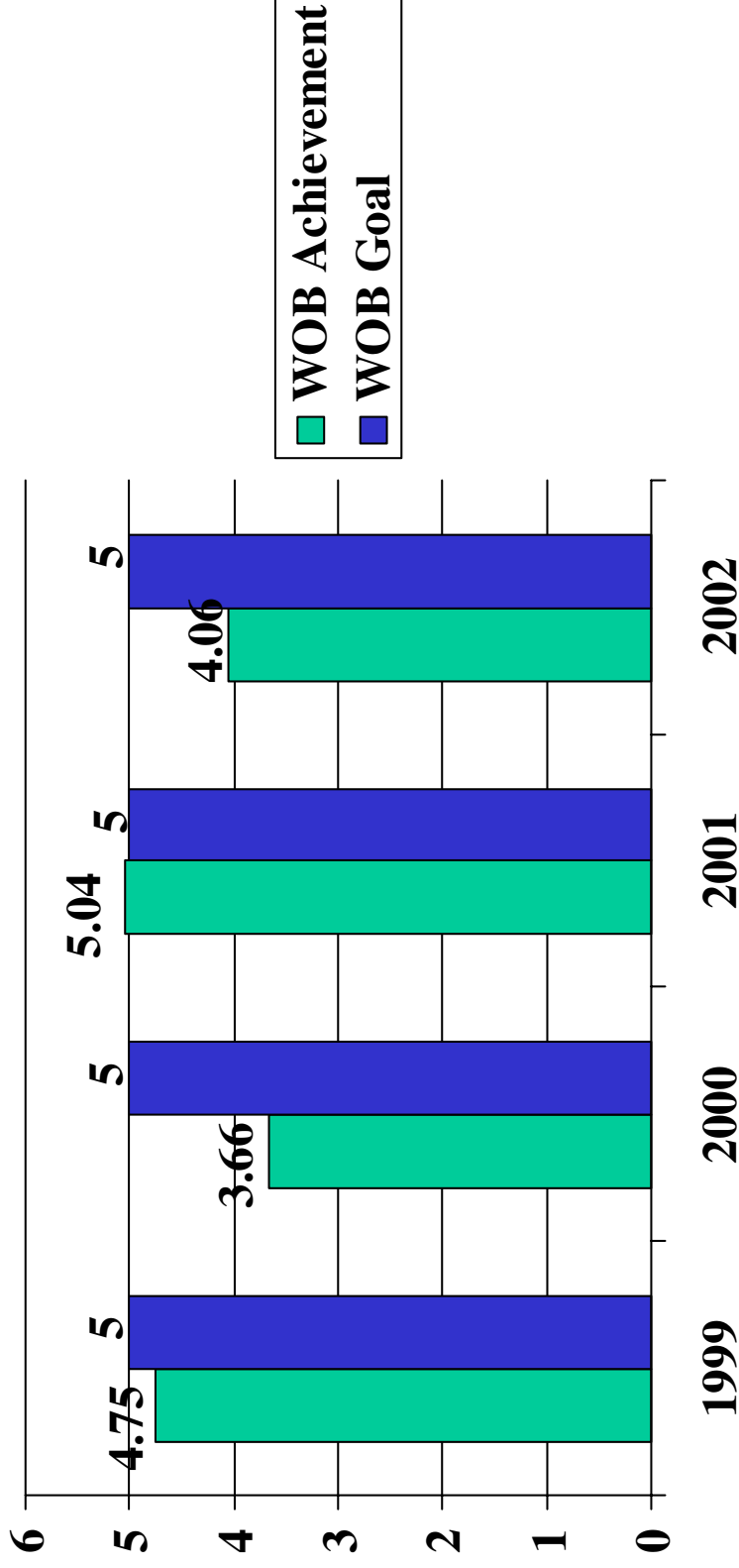


These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.



# General Services Administration

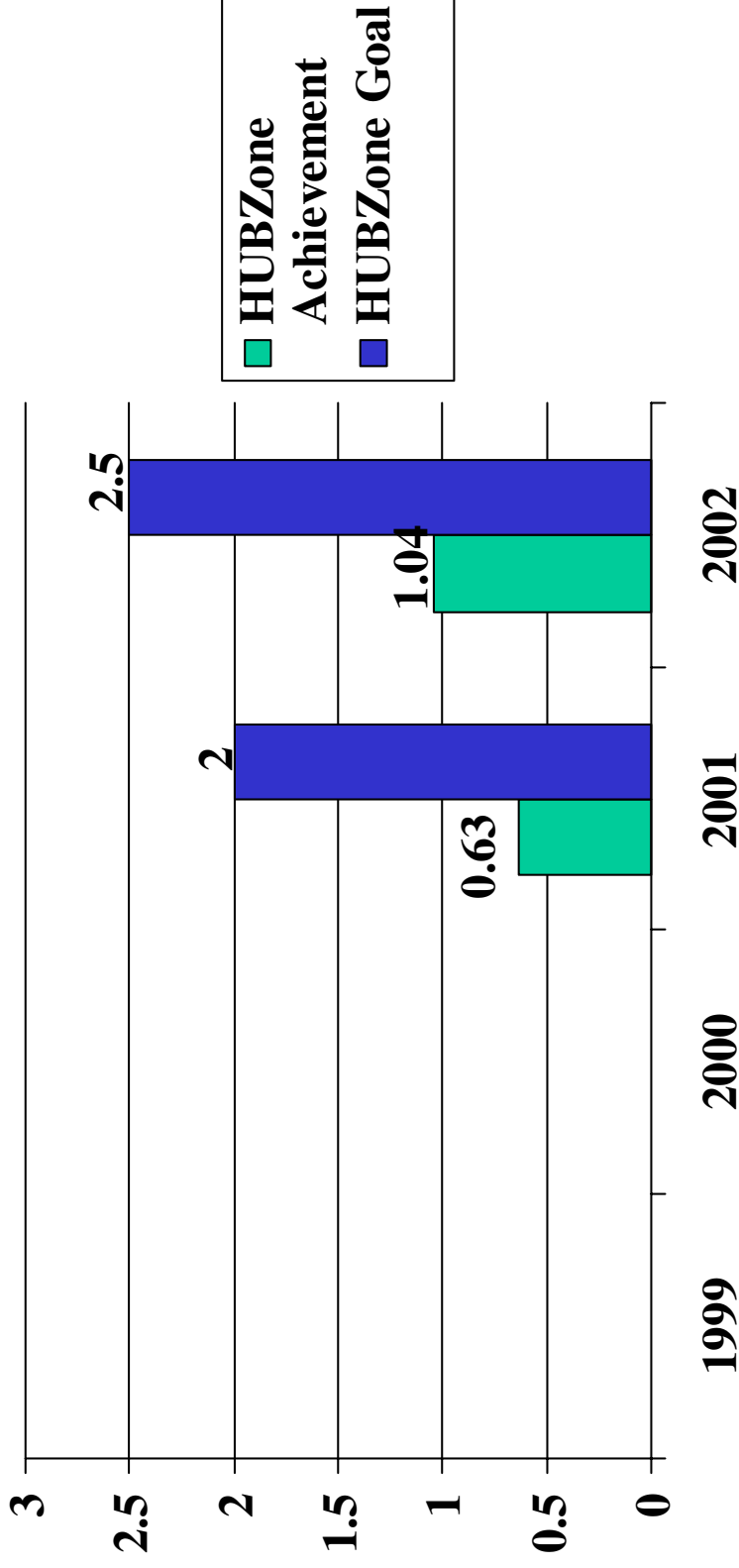
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# General Services Administration

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Department of Health and Human Services**

### **Procurement Dollar Analysis**

Procurement activity for the Department of Health and Human Services (HHS) increased from \$3.7 billion in 1995 to \$4.1 billion in 1996. A decrease occurred in 1997 to \$3.6 billion. Another increase occurred in 1998 to \$4.2 billion. Figures for 1999 showed an increase to nearly \$5 billion. In 2000, HHS showed a decrease in procurement volume to \$4.5 billion. HHS had an increase to \$4.8 billion in 2001. Based on figures for 2002, HHS showed an increase to nearly \$6 billion.

### **Numbers of Contracts**

#### **Small Business**

Contract activity with small businesses by HHS decreased from 166,489 in 1999, to 155,170 in 2000, and 140,450 in 2001. In 2002, HHS had 115,407 contract actions with small businesses, a decrease of more than 50,000 in just four years.

#### **Small Disadvantaged Business**

Contract actions with small disadvantaged businesses by HHS increased from 13,104 in 1999 to 16,524 in 2000. HHS had 11,797 contract actions with small disadvantaged businesses in 2001. In 2002, HHS had 13,584 contract actions with small disadvantaged businesses.

#### **8(a) Program**

HHS contract activity with 8(a) firms decreased from 4,321 contract actions in 1999 to 925 contract actions in 2000. HHS had 1,409 contract actions with 8(a) firms in 2001. In 2002, HHS had 1,314 contract actions with 8(a) companies, approximately one-third the 1999 level.

#### **Women-Owned Business**

Contract actions to women-owned businesses by HHS increased from 13,911 in 1999 to 16,995 in 2000. HHS had 9,364 contract actions with women-owned businesses in 2001. In 2002, HHS had 7,470 contract actions with women-owned firms, approximately half the 2000 level.

#### **HUBZone Small Business Concerns**

HHS had 841 contract actions with HUBZone companies in 2001. In 2002, HHS had 216 contract actions with HUBZone firms, almost one-quarter the number from the previous year.

## **Goal Achievement**

### **Small Business Goal**

HHS did not reach its goal for contracting with small businesses from 1999 to 2001. Based on figures for 2002, HHS again did not accomplish its small business goal. HHS achieved 28.13 percent, while its goal was 30 percent. As HHS achieved 93.8 percent of its goal, the grade will be an "A." The small business goal for HHS in fiscal year 2003 is 30 percent.

### **Small Disadvantaged Business Goal**

HHS did not achieve its small disadvantaged business goal from 1999 to 2001. Based on 2002 figures, HHS surpassed its goal. HHS achieved 5.61 percent, while its goal was 5.6 percent. As HHS exceeded its goal, the grade will be an "A." The small disadvantaged business goal for HHS in fiscal year 2002 is 5.6 percent.

### **8(a) Program Goal**

HHS did not accomplish its 8(a) Program goal in 1999 and 2000, but exceeded its goal in 2001. Based on figures for 2002, HHS did not achieve its goal. HHS achieved 5.18 percent, yet its goal was 5.6 percent. As HHS achieved 92.5 percent of its goal, the grade will be an "A." The 8(a) Program goal for HHS in fiscal year 2003 is 5.6 percent.

### **Women-Owned Business Goal**

HHS did not achieve its women-owned business goal from 1999 through 2001. Based on figures for 2002, HHS again did not accomplish its goal. HHS achieved 4.88 percent, yet its goal was 5 percent. As HHS achieved 97.6 percent of its goal, the grade will be an "A." HHS has a woman-owned business goal of 5 percent for fiscal year 2003.

### **HUBZone Small Business Concern Goal**

HHS did not achieve its HUBZone goal in 2001. Based on figures for 2002, HHS again did not accomplish its goal. HHS achieved 1.26 percent, while its goal was 2.5 percent. As HHS reached 50.4 percent of its goal, the grade will be an "F." HHS has a HUBZone business goal of 3 percent for fiscal year 2003.

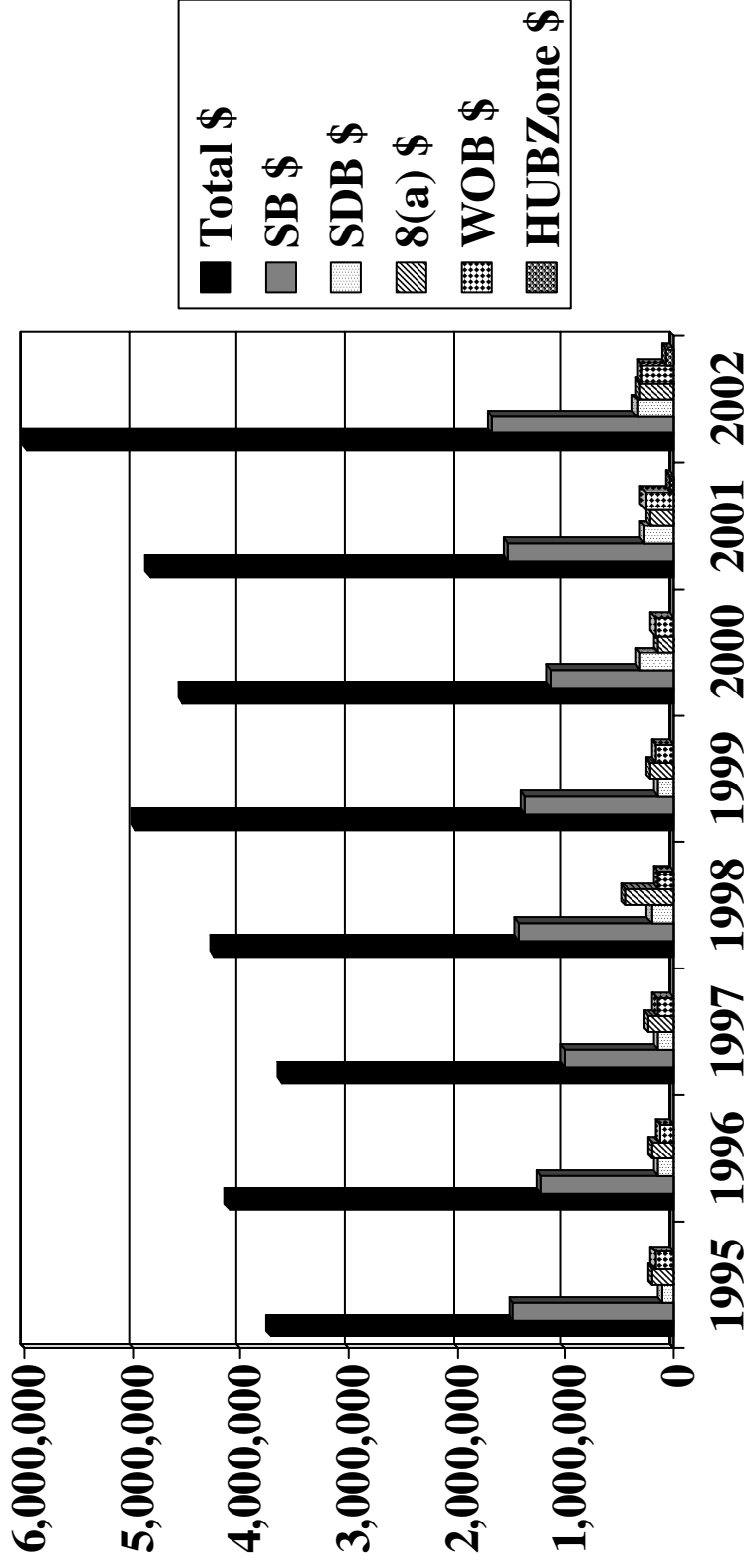
### Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	A 4 points
HUBZone Goal	F 0 points
Average Grade	B- 3.2 points

With an “A” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, an “A” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of Health and Human Services has an overall point total of 3.2 points, for a grade of “B-.”

# Department of Health & Human Services

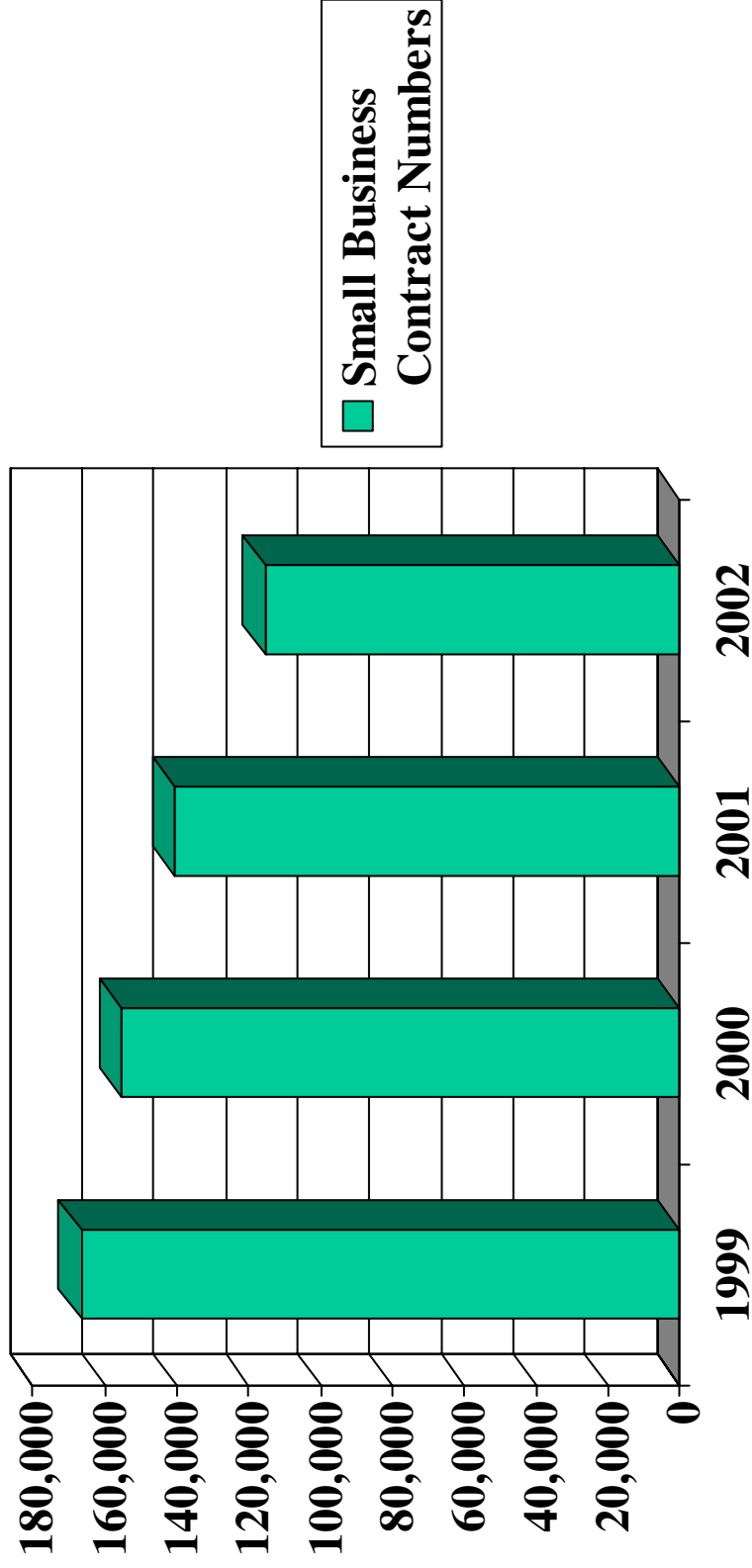
## Procurement Dollars



Dollars are expressed in millions.

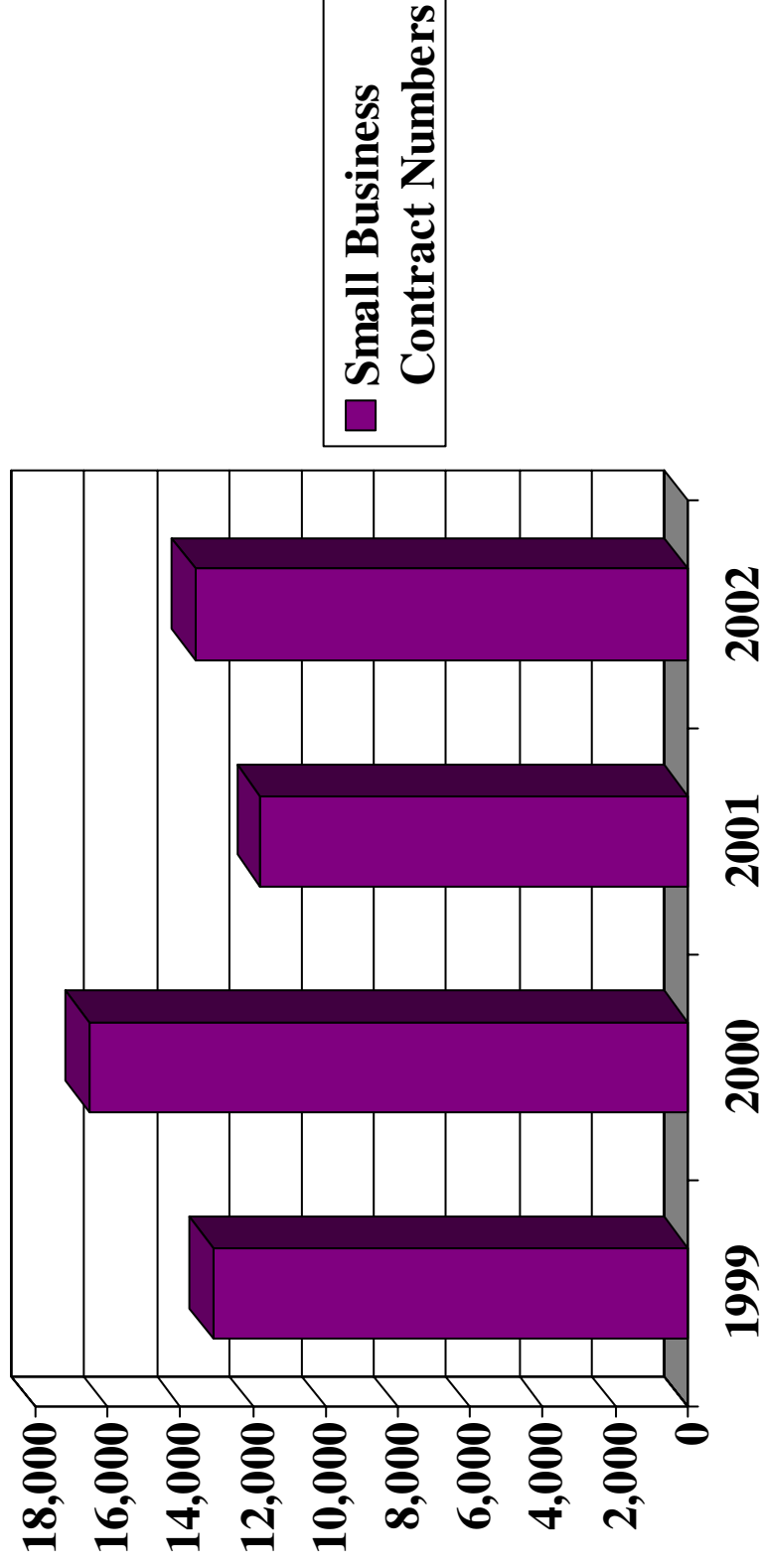
# U.S. Department of Health and Human Services

Number of Contracts to Small Businesses



# U.S. Department of Health and Human Services

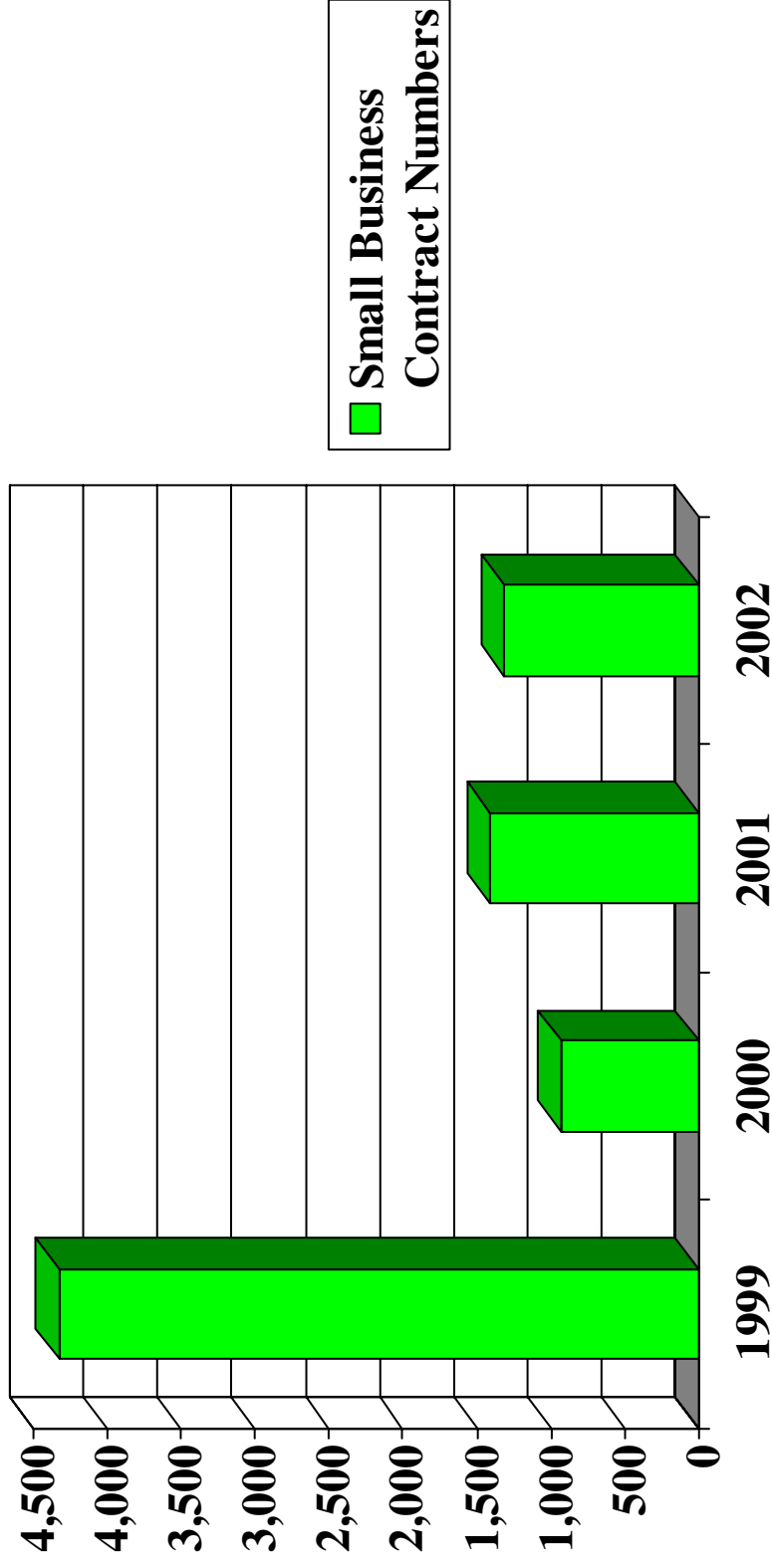
Number of Contracts to Small Disadvantaged Businesses





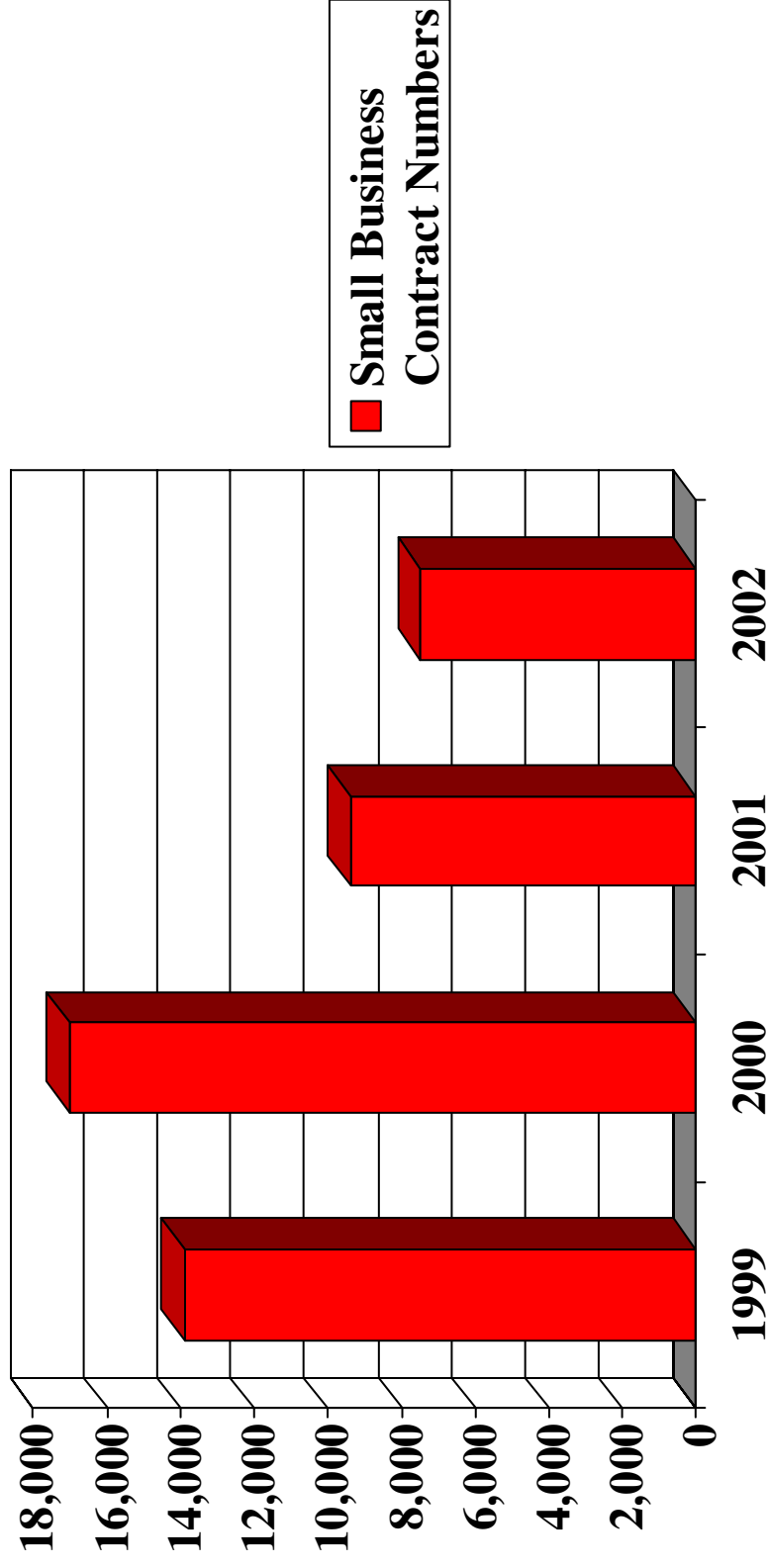
# U.S. Department of Health and Human Services

Number of Contracts to 8(a) Firms



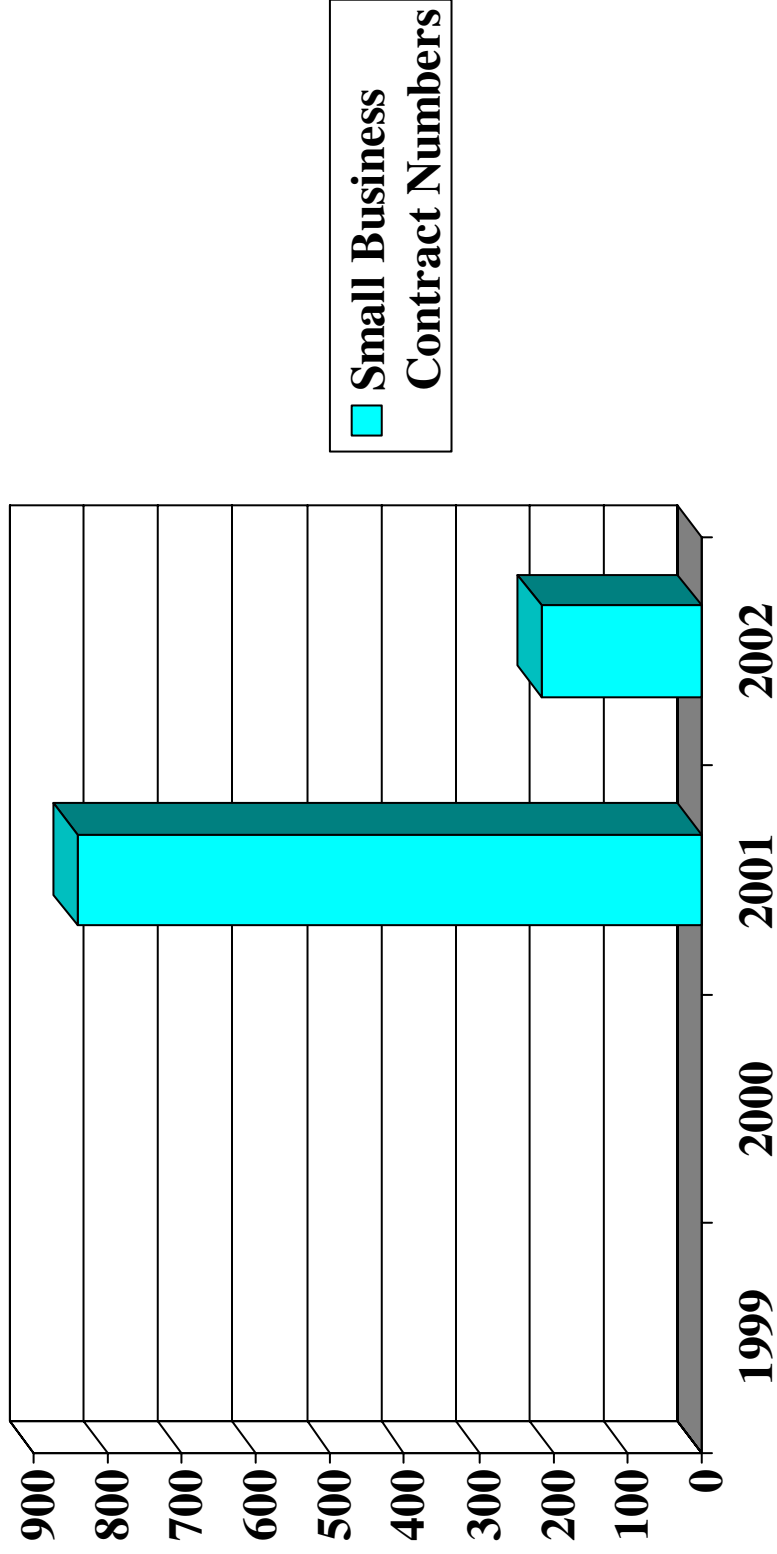
# U.S. Department of Health and Human Services

Number of Contracts to Women-Owned Businesses



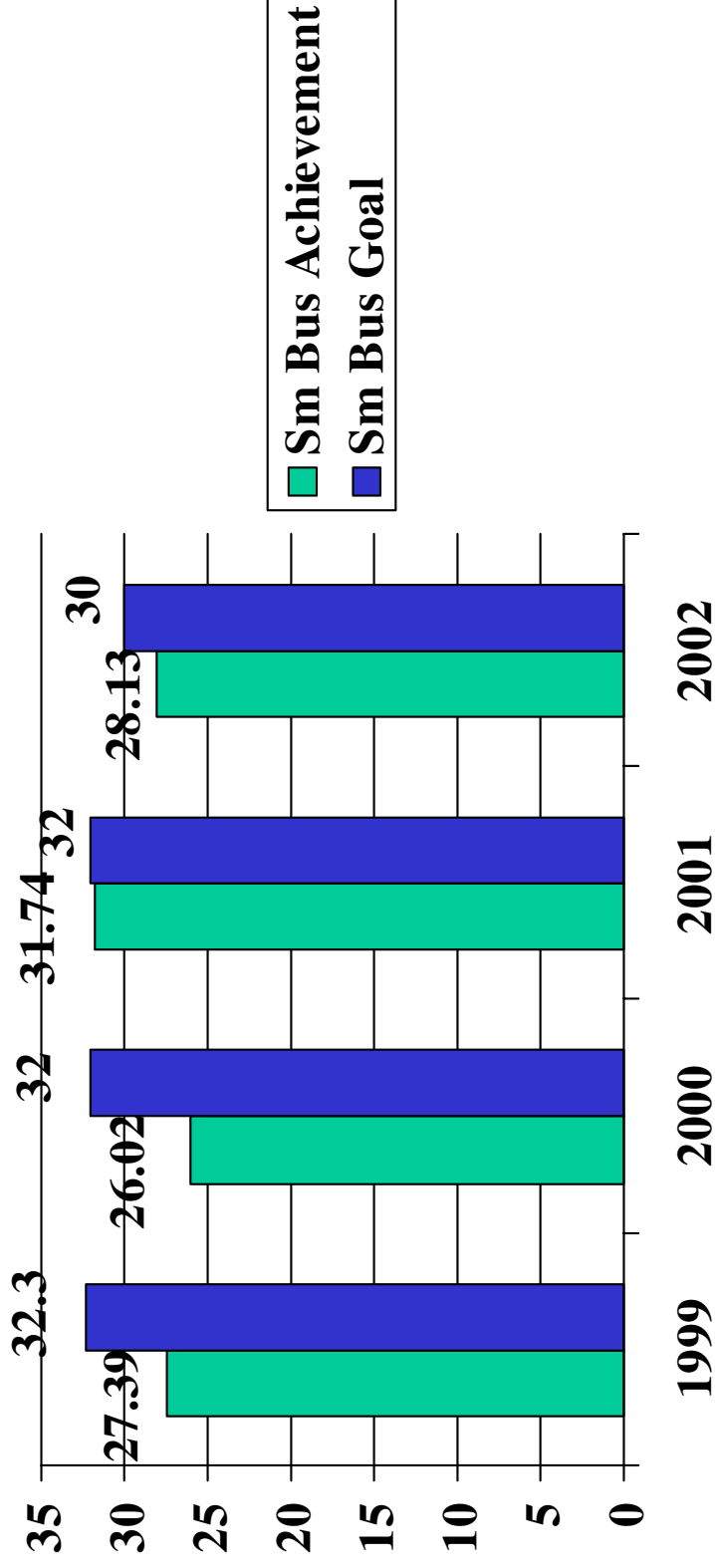
# U.S. Department of Health and Human Services

Number of Contracts to HUBZone Businesses



# Department of Health & Human Services

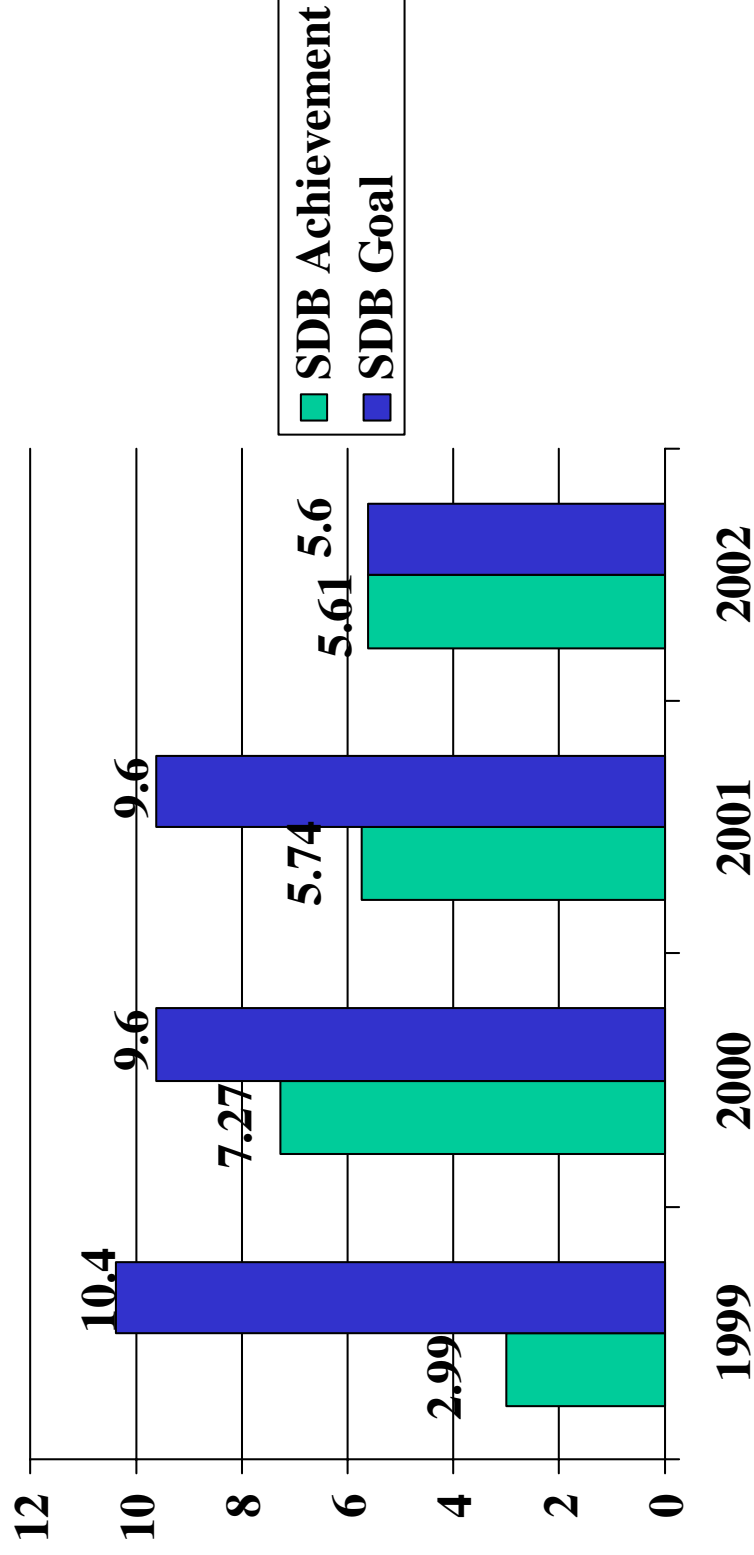
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of Health & Human Services

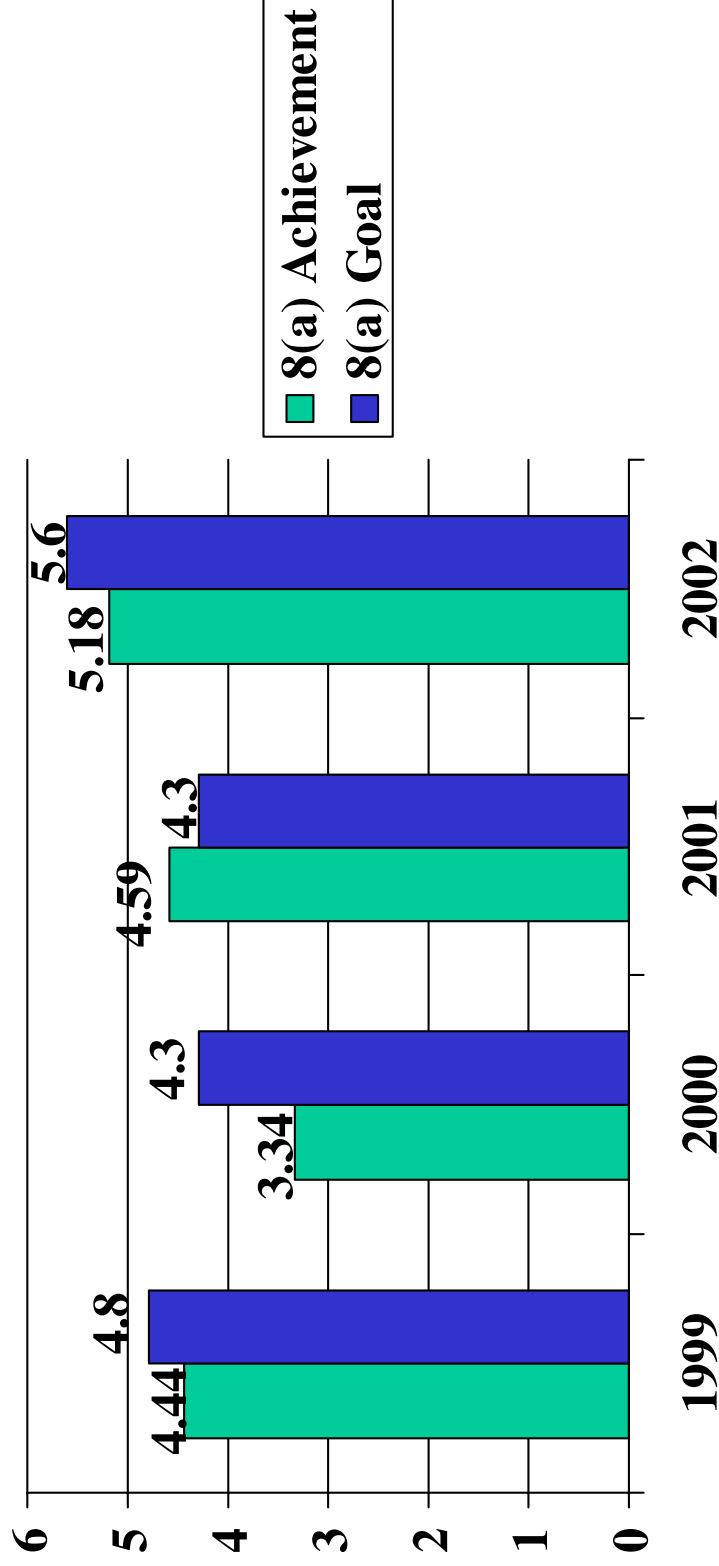
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of Health & Human Services

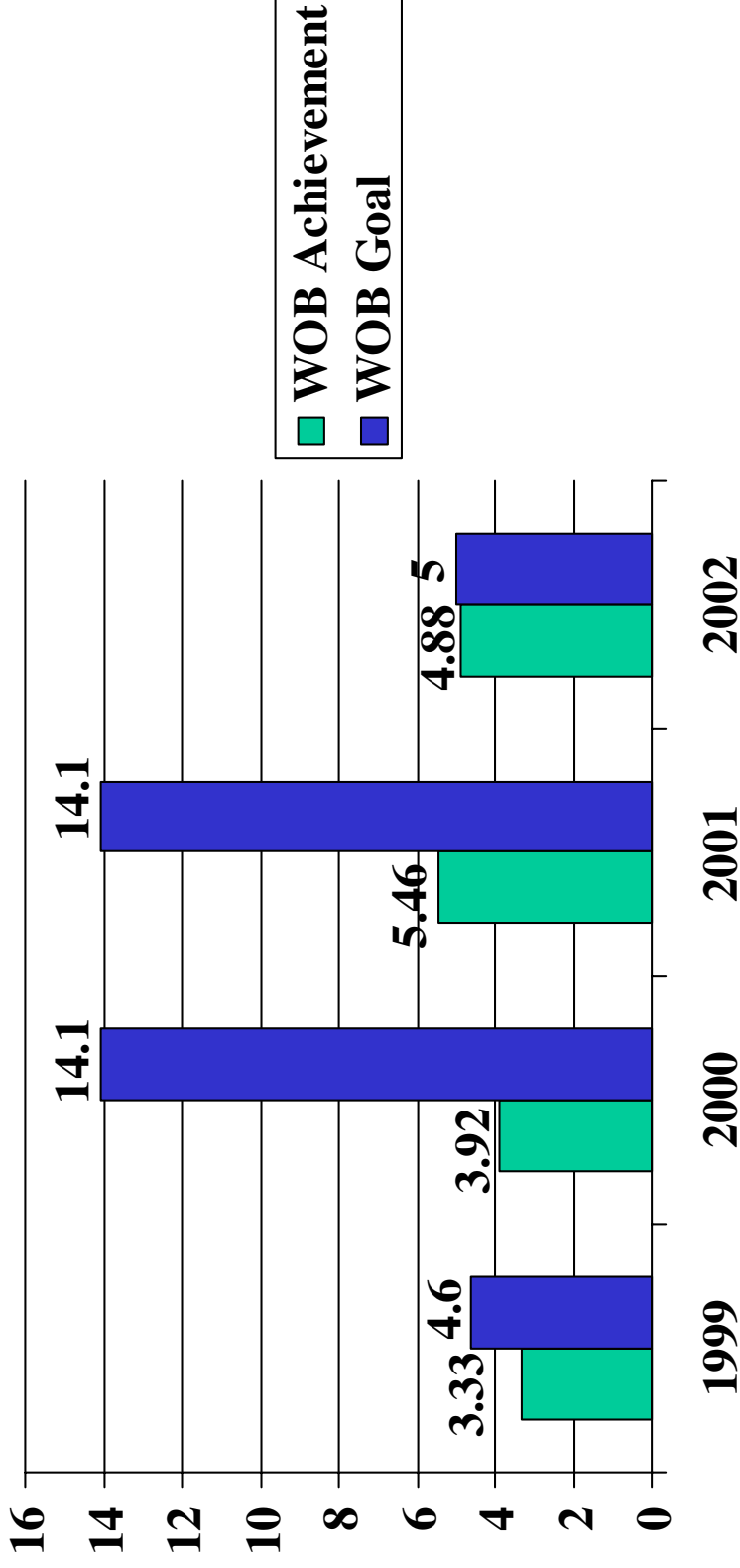
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of Health & Human Services

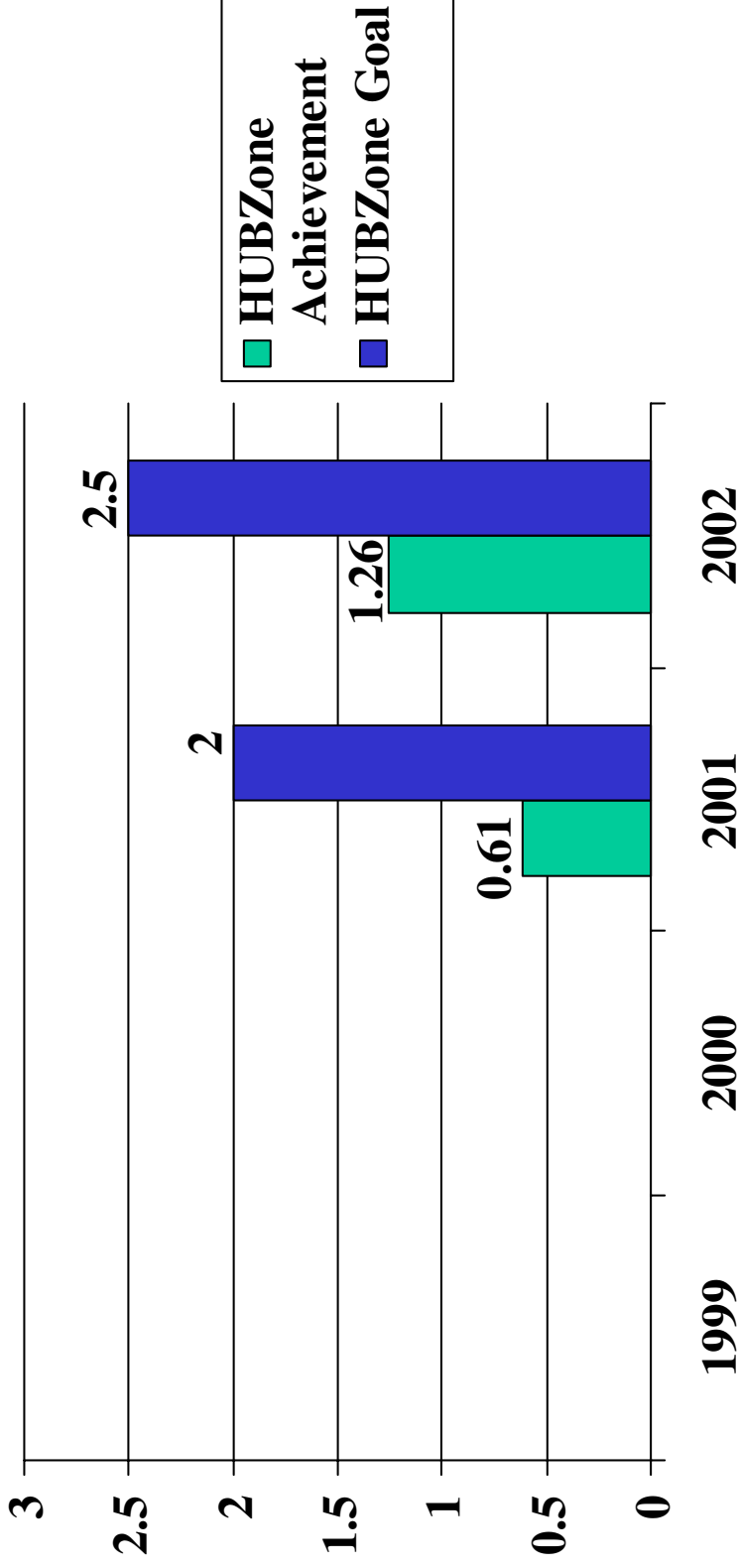
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of Health & Human Services

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.



## **Department of Veterans Affairs**

### **Procurement Dollar Analysis**

Contracting activity for the Department of Veterans Affairs (DVA) decreased from \$4.7 billion in 1995 to \$4.2 billion in 1996. An increase occurred in 1997 with \$4.53 billion, and 1998 showed a decrease to \$4.25 billion. Procurement activity in 1999 showed a decline to \$3.85 billion. DVA had an increase in procurement activity to \$5.29 billion in 2000. In 2001, the DVA had an increase in procurement volume to \$5.84 billion. DVA had a decrease in 2002 to \$5.72 billion in contracting volume.

### **Numbers of Contracts**

#### **Small Business**

The number of contract actions with small businesses by the DVA increased from 946,596 in 1999, to 1,364,970 in 2000, and 1,505,025 in 2001. In 2002, DVA had 481,738 contract actions with small firms.

#### **Small Disadvantaged Business**

The number of DVA contract actions increased from 51,917 in 1999, to 53,823 in 2000, and 55,197 in 2001. In 2002, DVA contract actions with small disadvantaged businesses dropped to 33,401.

#### **8(a) Program**

The number of contract actions with 8(a) firms by the DVA increased from 5,788 in 1999 to 6,593 in 2000. DVA had 6,017 contract actions with 8(a) firms in 2001. In 2002, DVA had 7,198 contract actions with 8(a) companies.

#### **Women-Owned Business**

The number of DVA contract actions with women-owned businesses increased from 147,488 in 1999, to 154,838 in 2000, and to 188,140 in 2001. In 2002, DVA had 56,760 contract actions with women-owned firms, less than one-third the 2001 level.

#### **HUBZone Small Business Concerns**

DVA had 573 contract actions with HUBZone companies in 2001. In 2002, DVA had 1,292 contract actions with HUBZone firms.

## **Goal Achievement**

### **Small Business Goal**

DVA did not achieve its goal for contracting with small businesses from 1999 to 2001. Based on figures for 2002, DVA again did not meet its small business goal. DVA achieved 29.82 percent, while its goal was 30 percent. As DVA achieved 99.4 percent of its goal, the grade will be an "A." For fiscal year 2003, DVA's small business goal is 30 percent.

### **Small Disadvantaged Business Goal**

DVA exceeded its small disadvantaged business goal from 1999 through 2001. Based on 2002 figures, DVA again exceeded its goal of 3 percent with an achievement of 3.27 percent. As DVA exceeded its goal, the grade would normally be an "A." However, based on the fact that DVA had a goal lower than the 5 percent mandated goal, DVA would normally be downgraded to a "B." As DVA has set a goal below the statutory goal for the past two years, DVA will be further downgraded to a "C." Further, as DVA has set an unreasonably low goal for the past three years, DVA will be downgraded again to a "D." For fiscal year 2003, the DVA has a small disadvantaged business goal of 3 percent.

### **8(a) Program Goal**

DVA exceeded its 8(a) Program goal from 1999 through 2001. Based on figures for 2002, DVA again exceeded its goal, with an achievement of 5.22 percent. DVA's goal was 3 percent. As DVA exceeded its goal, the grade will be an "A." For fiscal year 2003, the DVA has a goal of 3 percent.

### **Women-owned Business Goal**

The DVA exceeded its women-owned business goal from 1999 through 2001. Based upon 2002 figures, the DVA did not achieve its goal. DVA accomplished 3.86 percent, however its goal was 5 percent. As DVA accomplished 77.2 percent of its goal, the grade will be a "C." DVA has a women-owned business goal of 5 percent for fiscal year 2003.

### **HUBZone Small Business Concern Goal**

DVA did not achieve its HUBZone goal in 2001. Based on figures for 2002, DVA achieved its goal. DVA accomplished 2.93 percent, while its goal was 2.5 percent. As DVA exceeded its goal, the grade will be an "A." DVA has a goal of 3 percent for fiscal year 2003.

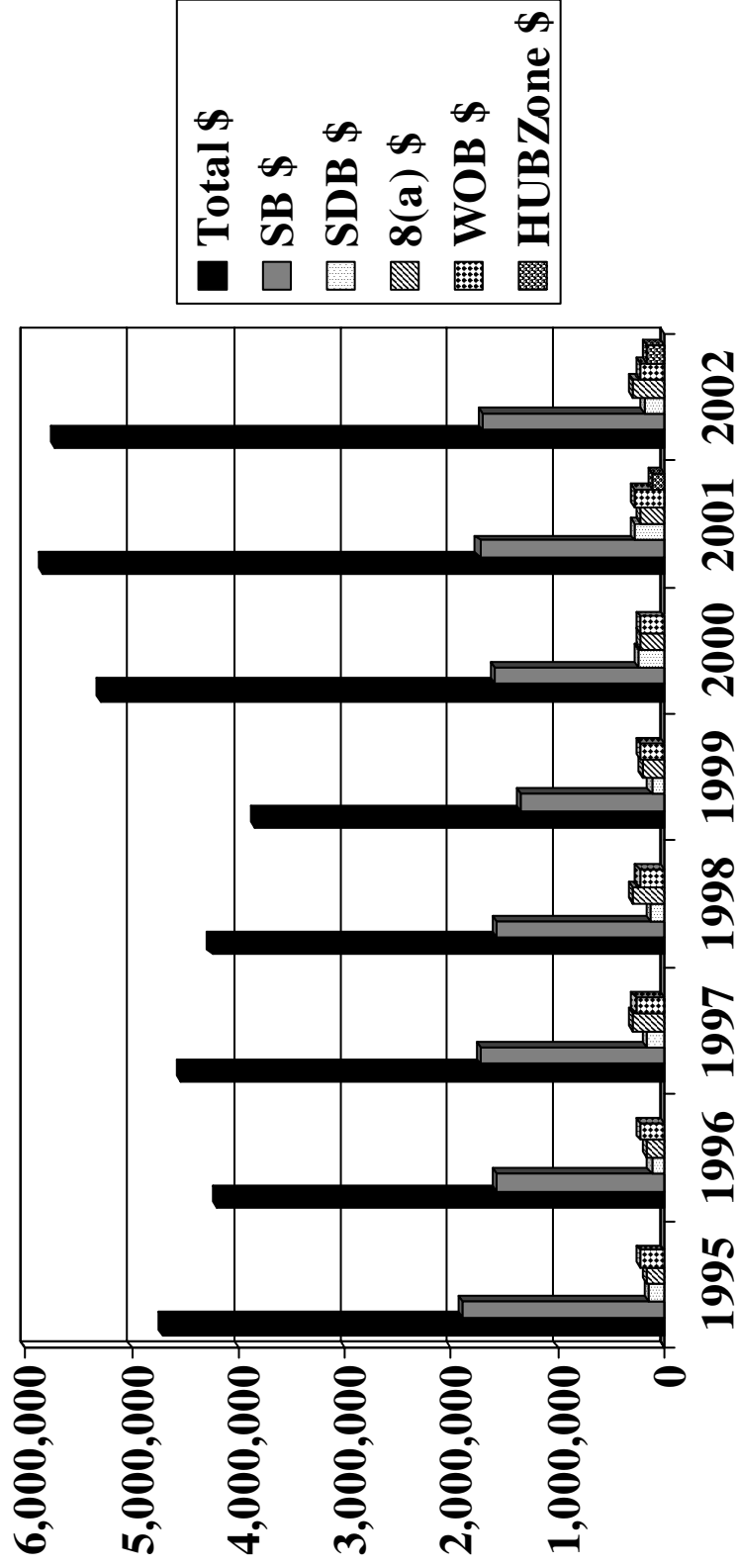
### Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	D 1 point
8(a) Program Goal	A 4 points
Women-Owned Business Goal	C 2 points
HUBZone Goal	A 4 points
Average Grade	B- 3.0 points

With an “A” in the Small Business Goal, a “D” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, a “C” in the Women-Owned Business Goal, and an “A” in the HUBZone Goal, with all categories weighed equally, the Department of Veterans Affairs has an overall point total of 3.0 points, for a grade of “B-.”

# Department of Veterans Affairs

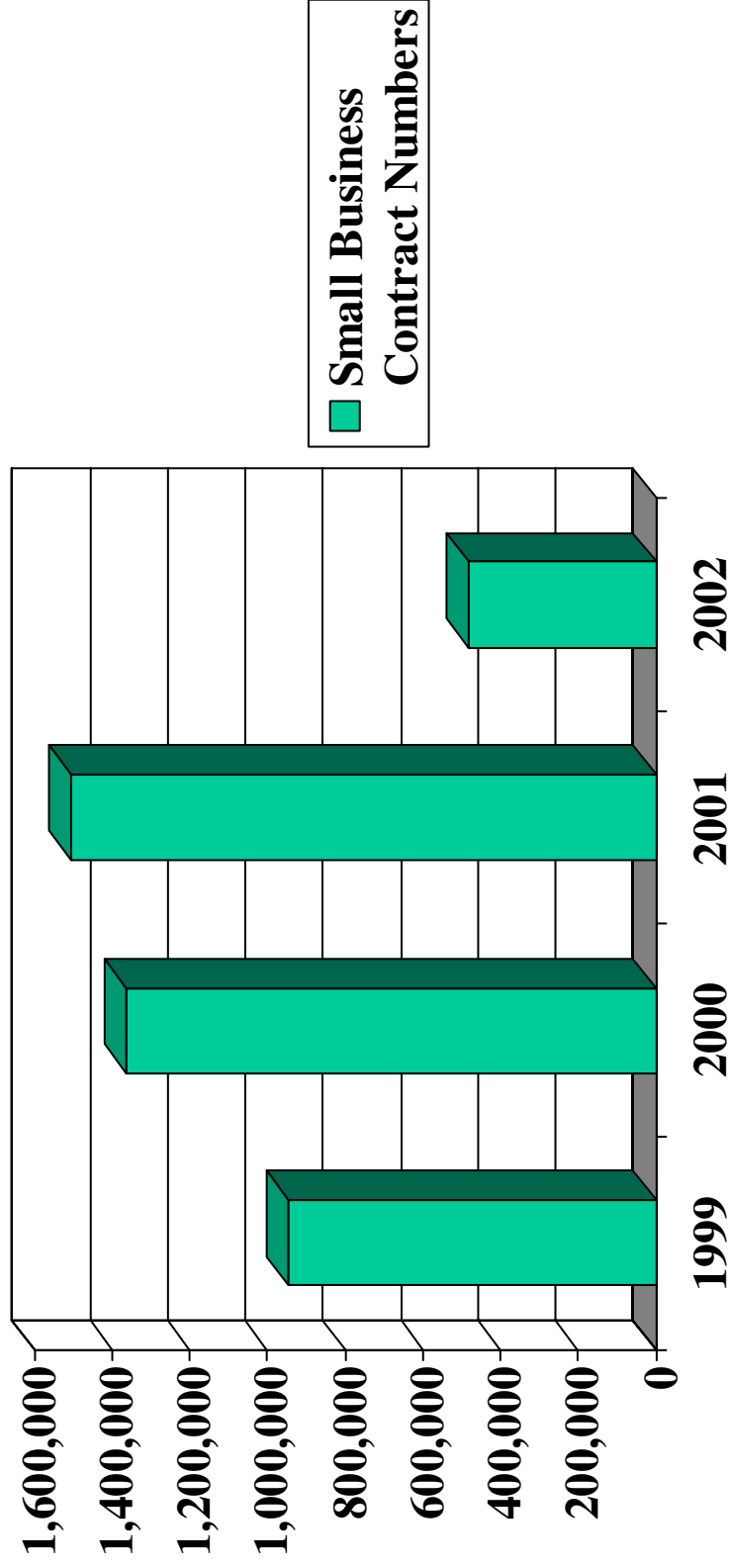
## Procurement Dollars



Dollars are expressed in millions.

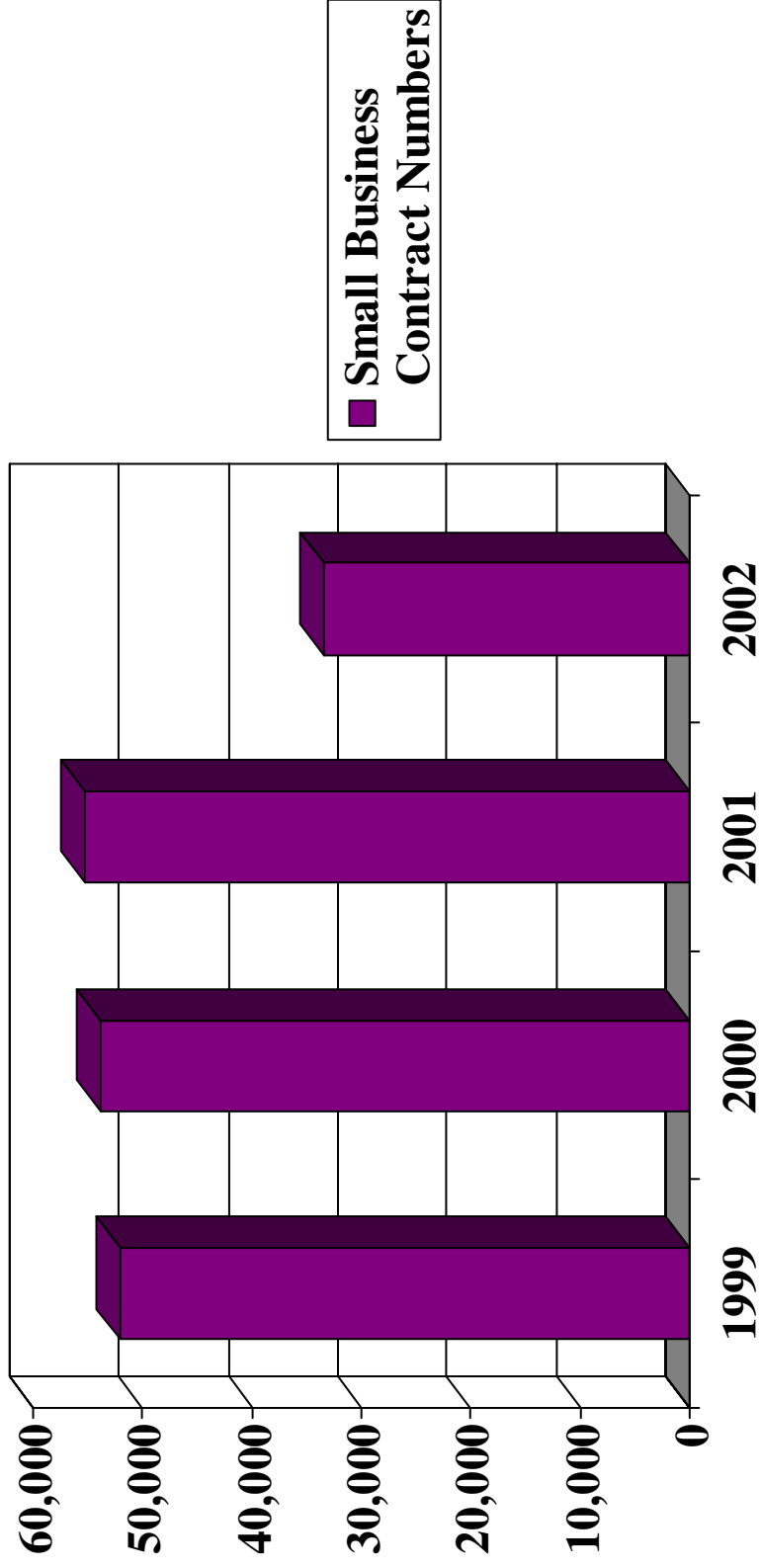
# U.S. Department of Veterans Affairs

Number of Contracts to Small Businesses



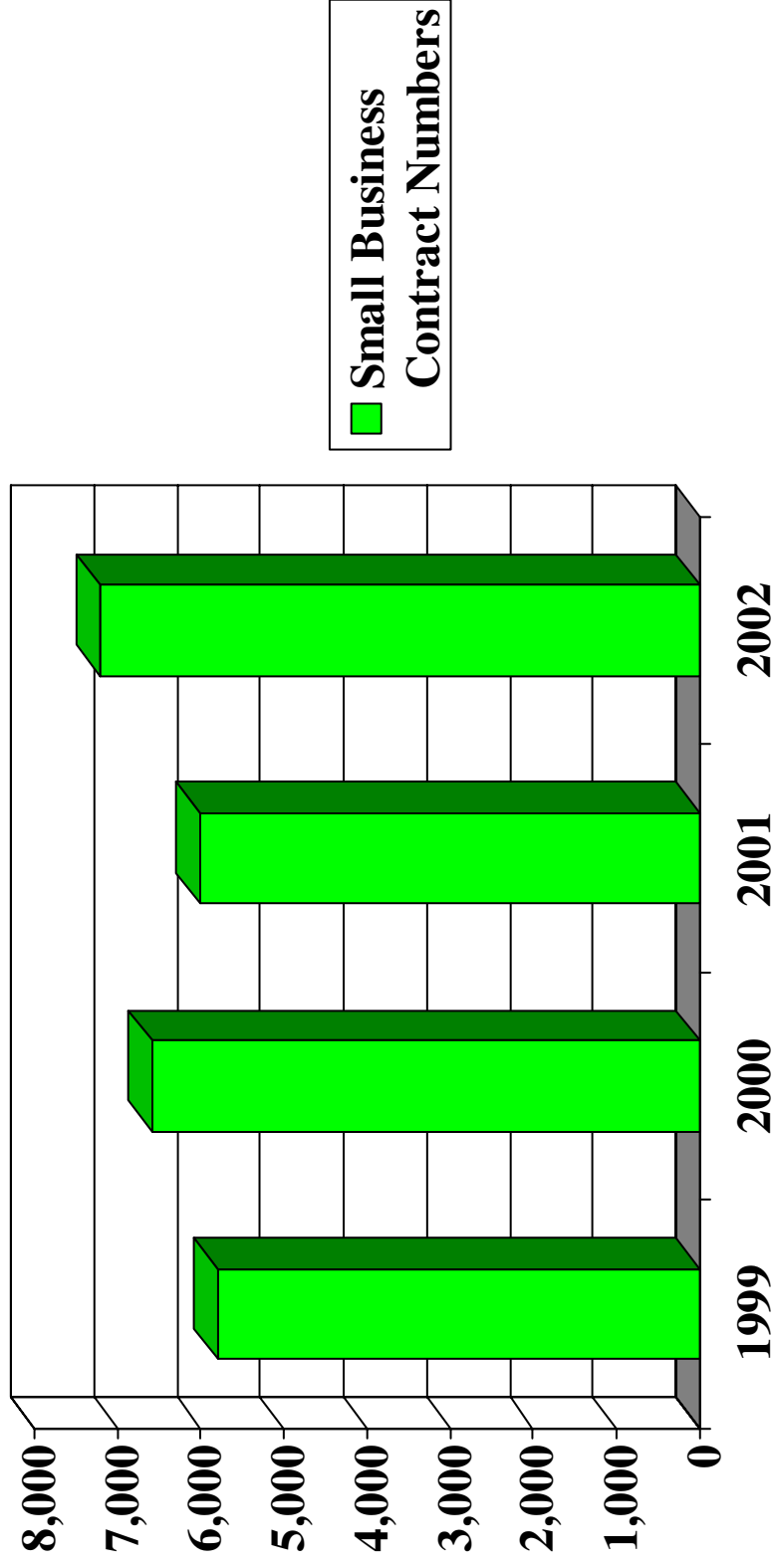
# U.S. Department of Veterans Affairs

Number of Contracts to Small Disadvantaged Businesses



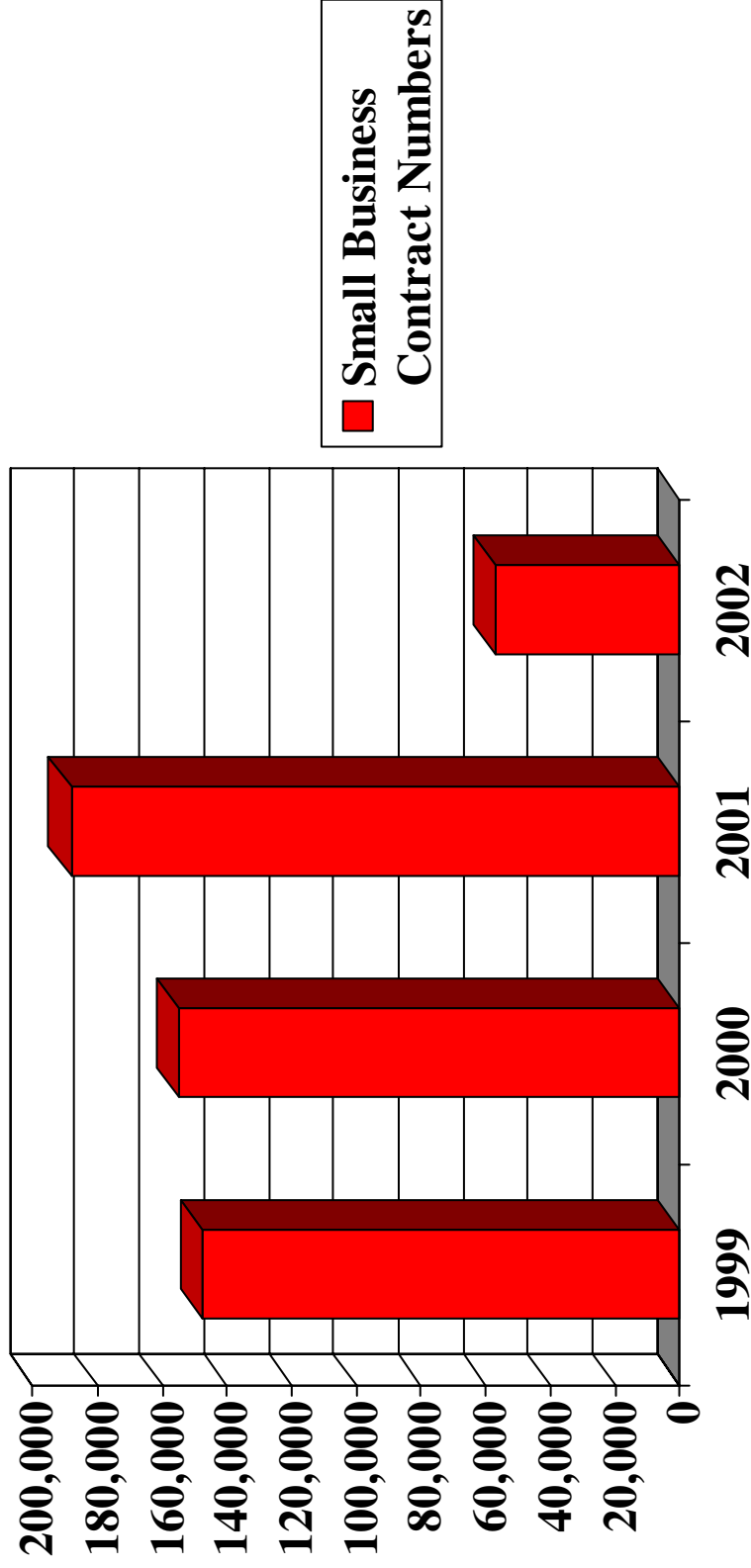
# U.S. Department of Veterans Affairs

Number of Contracts to 8(a) Firms



# U.S. Department of Veterans Affairs

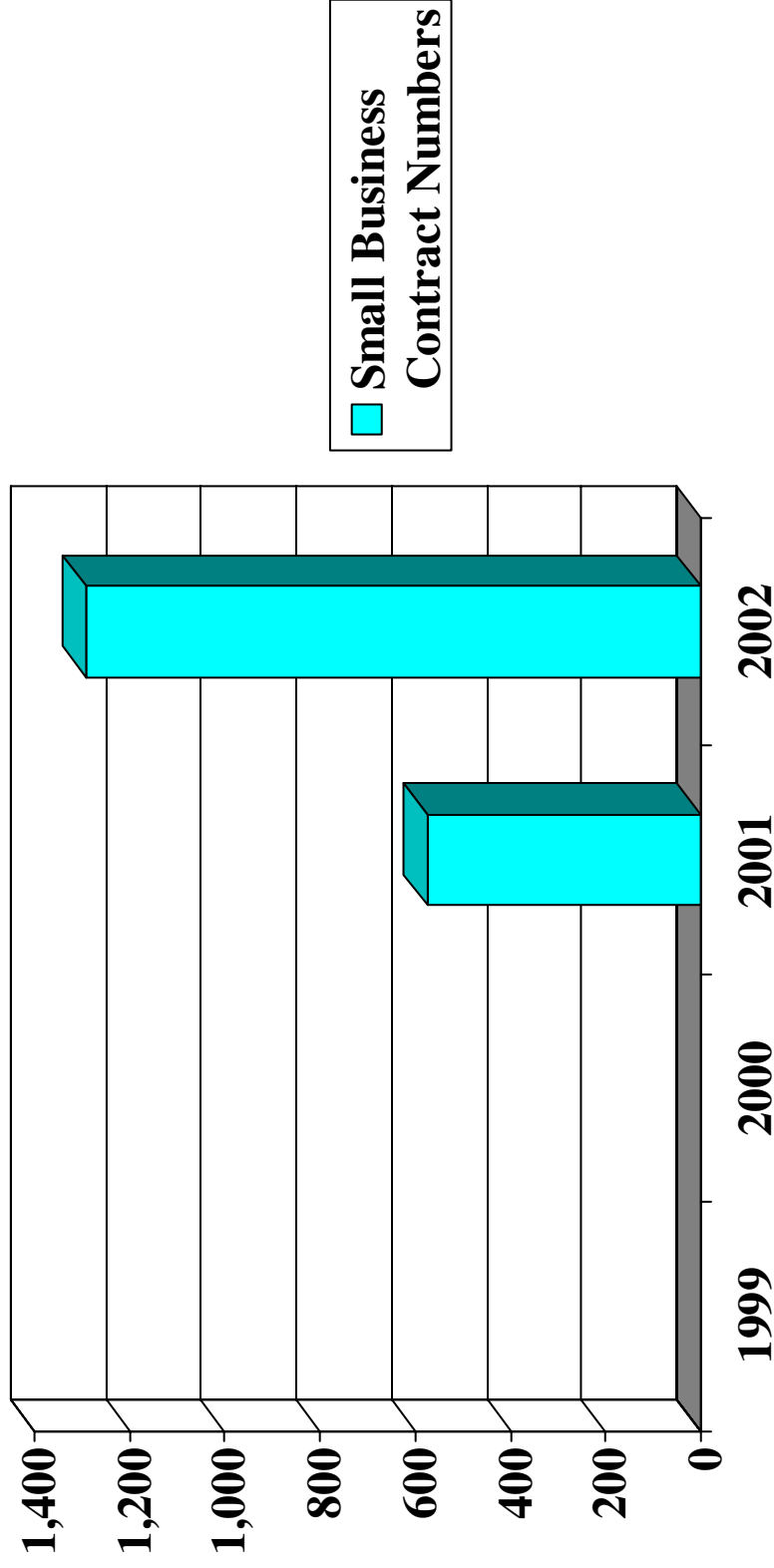
Number of Contracts to Women-Owned Businesses





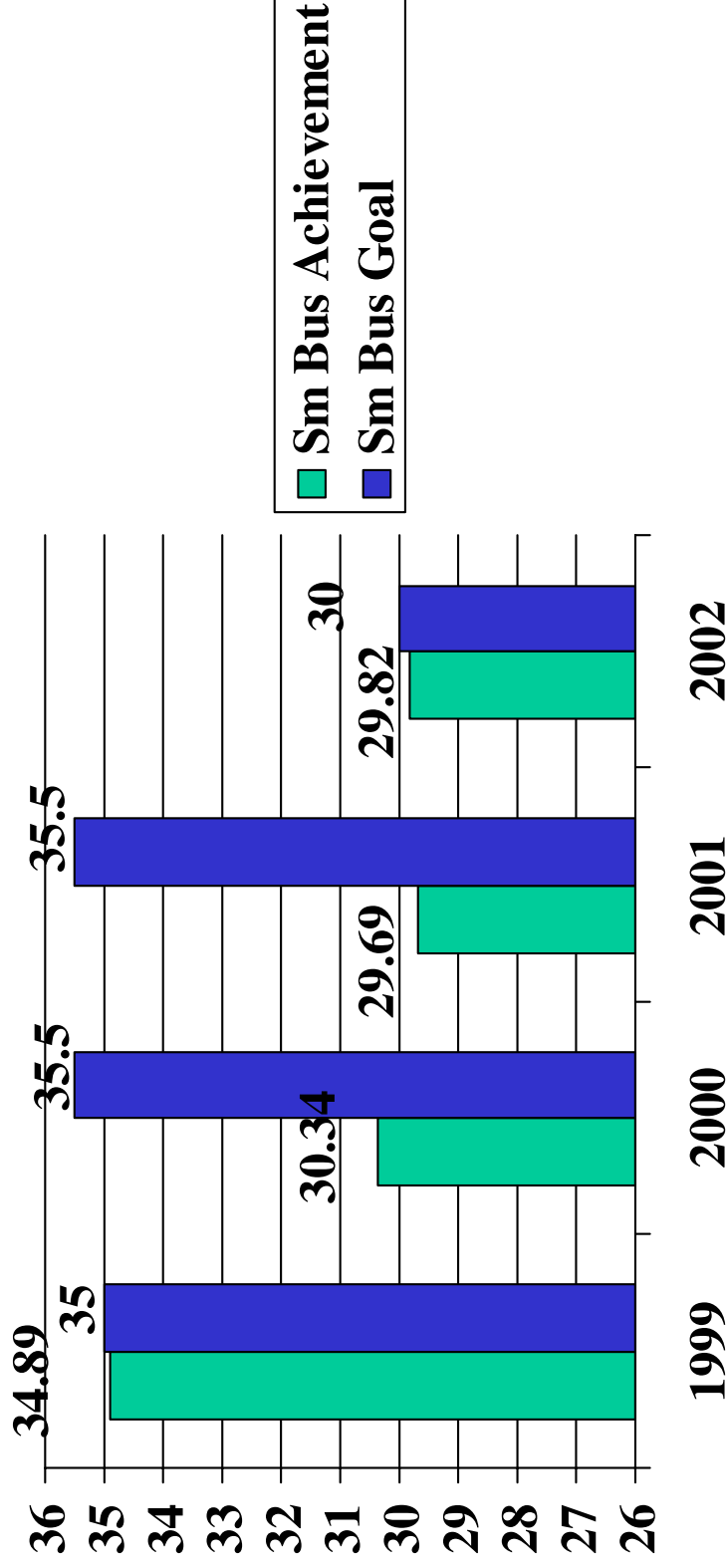
# U.S. Department of Veterans Affairs

Number of Contracts to HUBZone Businesses



# Department of Veterans Affairs

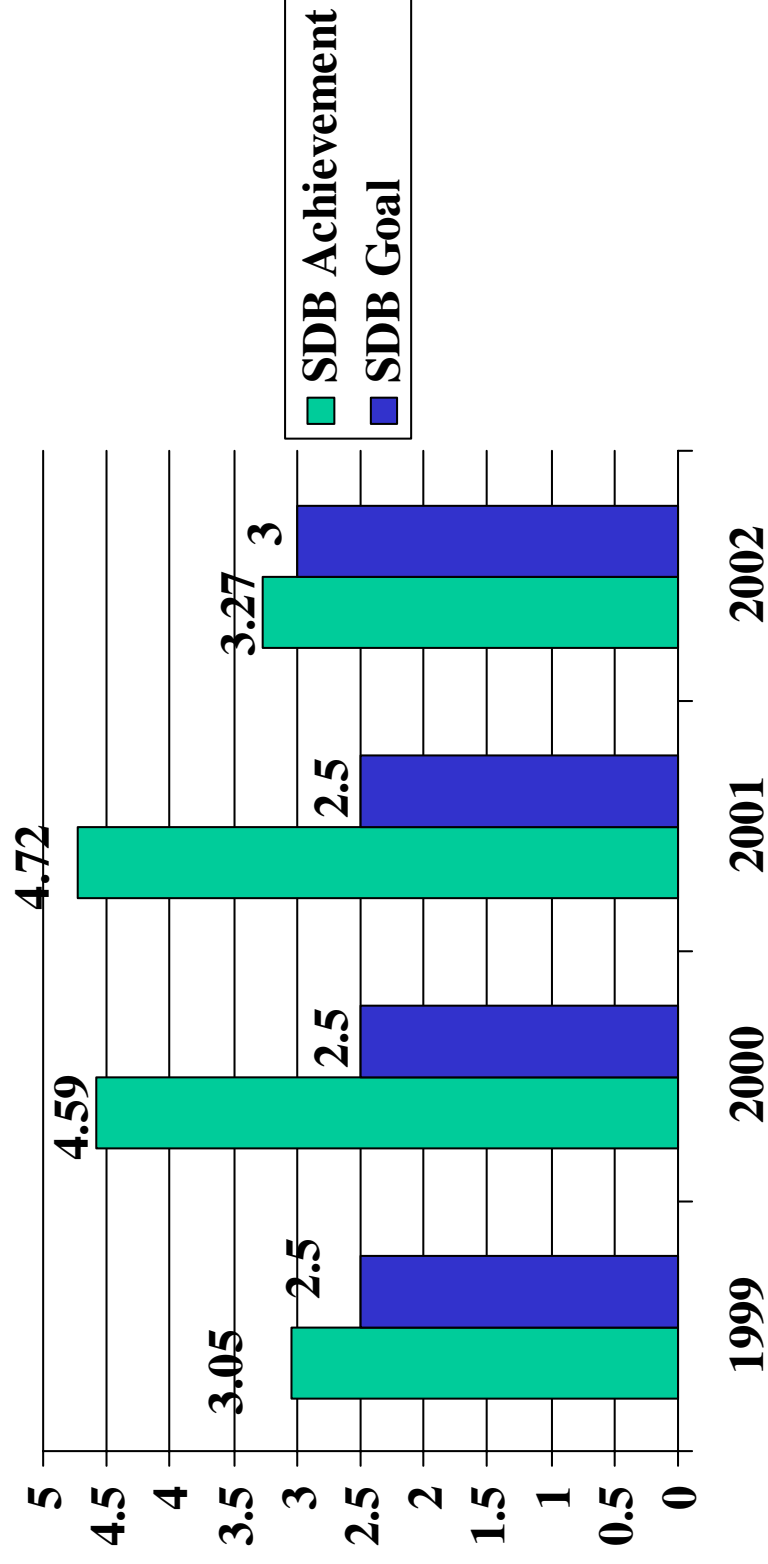
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of Veterans Affairs

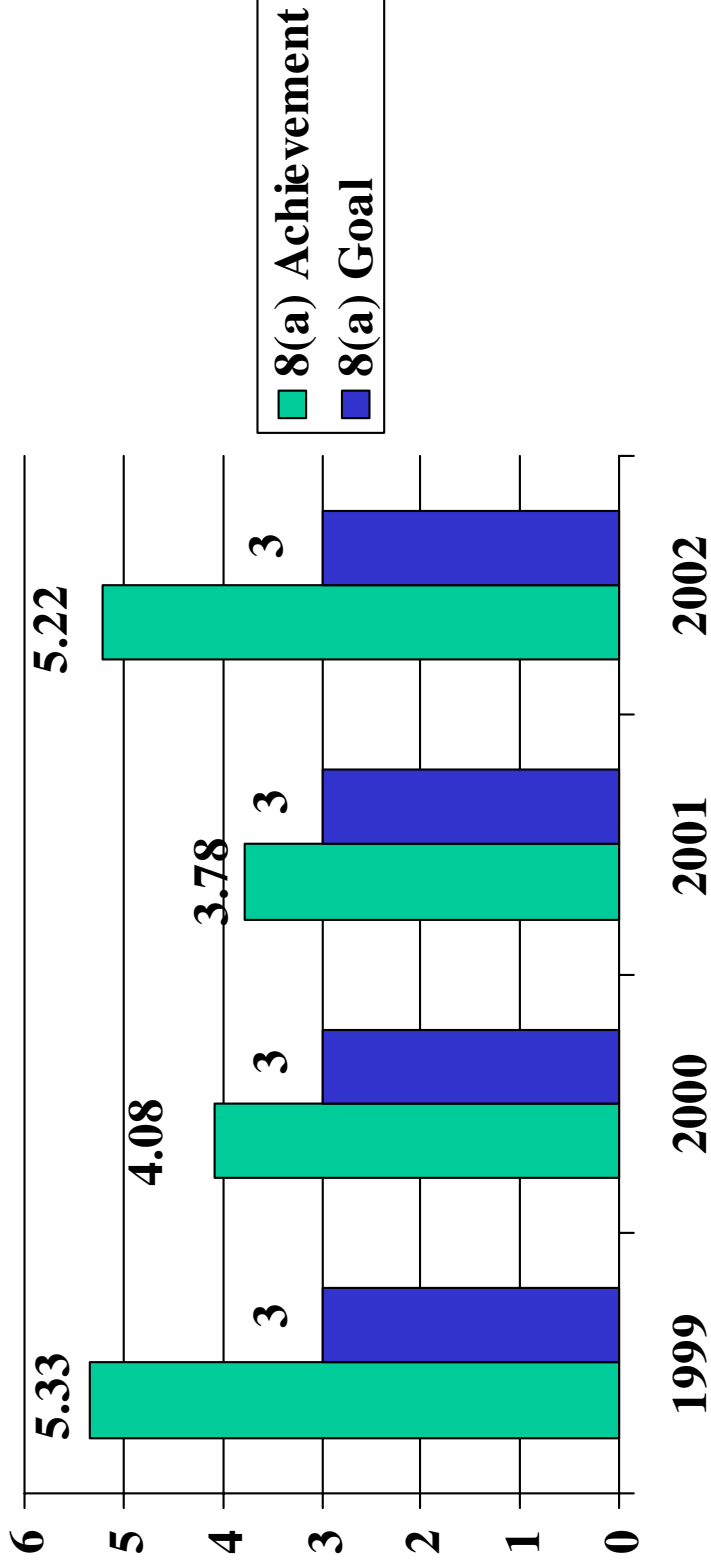
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of Veterans Affairs

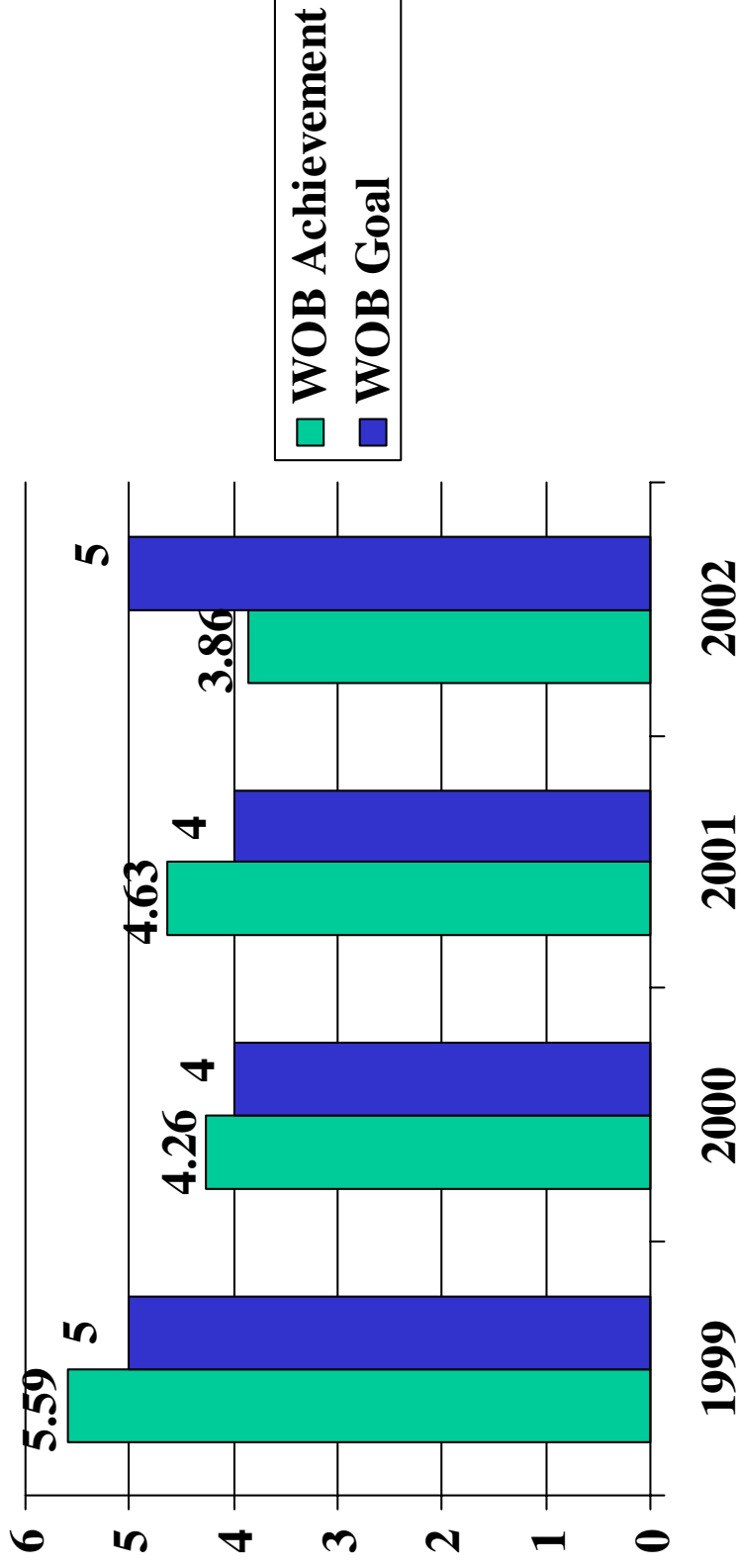
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of Veterans Affairs

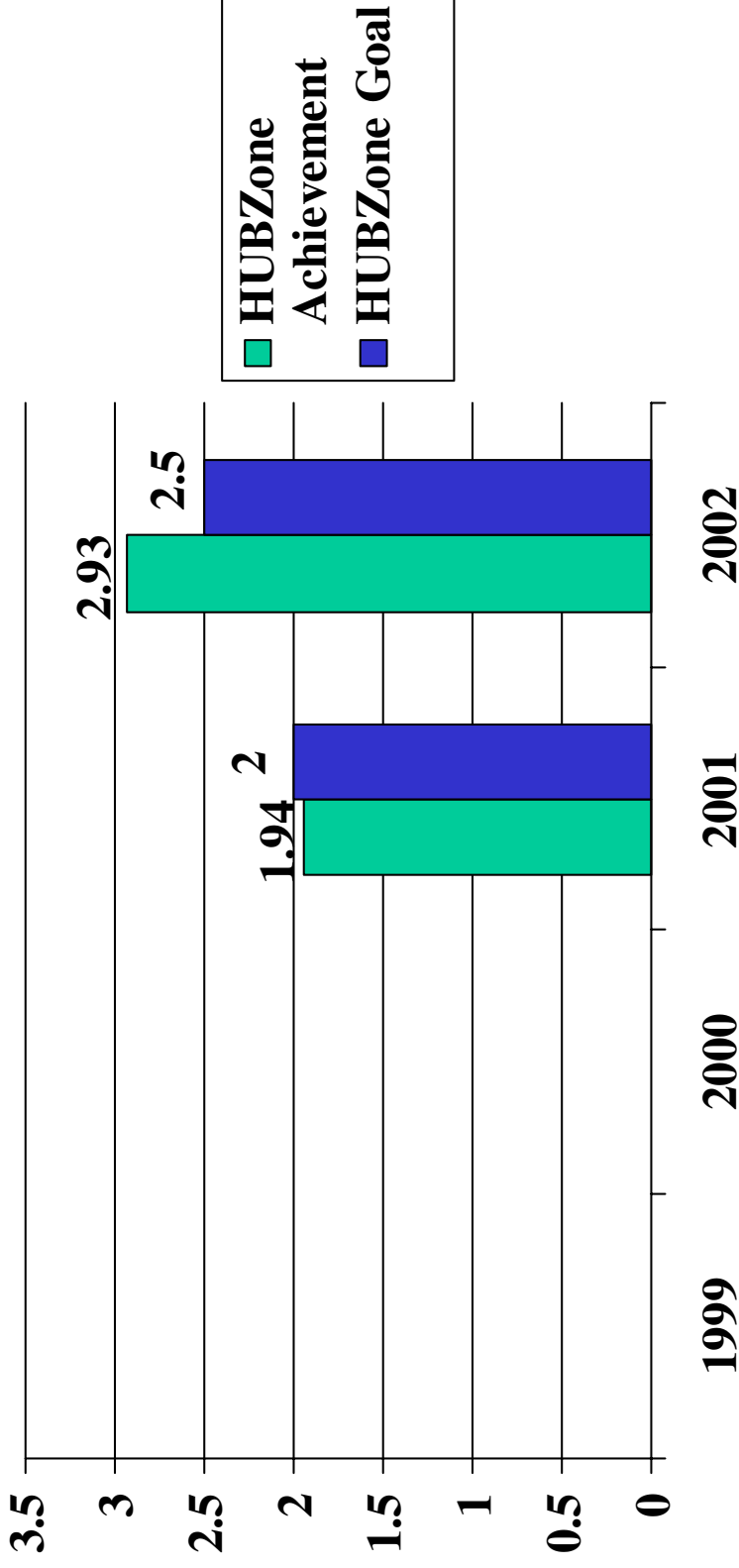
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of Veterans Affairs

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Department of Justice**

### **Procurement Dollar Analysis**

The Department of Justice (DOJ) showed increases in procurement volume in every year since 1995 as follows: 1995 - \$2.67 billion, 1996 - \$2.74 billion, 1997 - \$3.2 billion, 1998 - \$3.3 billion, 1999 - \$3.64 billion, and 2000 - \$3.66 billion. DOJ had an increase in 2001 to \$4.84 billion. Figures for 2002 show an increase in procurement volume to \$5.04 billion.

### **Numbers of Contracts**

#### **Small Business**

The number of DOJ contract actions with small businesses increased from 266,897 in 1999 to 303,919 in 2000. DOJ had a decrease in the number of contract actions to 286,091 in 2001. In 2002, DOJ had 275,725 contract actions with small firms.

#### **Small Disadvantaged Business**

The number of contract actions with small disadvantaged businesses by the DOJ increased from 4,136 in 1999 to 4,696 in 2000. DOJ had a decrease in the number of contract actions to 3,903 in 2001. In 2002, DOJ had 3,905 contract actions with small disadvantaged businesses.

#### **8(a) Program**

From 1999 to 2000, the number of contract actions with 8(a) firms by the DOJ decreased from 1,013 in 1999 to 902 in 2000. DOJ had 656 contract actions with 8(a) firms in 2001. In 2002, DOJ had 755 contract actions with 8(a) companies.

#### **Women-Owned Business**

From 1999 to 2001, the number of contract actions with women -owned businesses by the DOJ decreased from 9,562 in 1999, to 8,869 in 2000, and 8,265 in 2001. In 2002, DOJ had 10,313 contract actions with women-owned firms.

#### **HUBZone Small Business Concerns**

In 2001, DOJ had 240 contract actions with HUBZone companies. In 2002, DOJ had 436 contract actions with HUBZone firms.

## Goal Achievement

### Small Business Goal

DOJ did not accomplish its goal for contracting with small businesses in 1999 or 2001, but exceeded its goal in 2000. Based on figures for 2002, DOJ exceeded its small business goal. DOJ achieved 31.33 percent, while its goal was 30 percent. As DOJ exceeded its goal, the grade will be an “A.” The small business goal for DOJ in fiscal year 2003 is 30 percent.

### Small Disadvantaged Business Goal

DOJ exceeded its small disadvantaged business goal from 1999 through 2001. Based on 2002 figures, DOJ again exceeded its goal with an achievement of 6.29 percent. DOJ’s goal was 3.87 percent. Therefore, the grade would normally be an “A.”

	1999	2000	2001	2002
SDB Goal	2.5	2.5	2.5	3.87
SDB Achievement	4.02	4.66	25.07	6.29

Based on the first three years of this study, the average achievement was 11.25 percent. The average goal over the same period was 2.5 percent. As DOJ set an unreasonably low goal, the letter grade would normally be downgraded to a “B.” In light of the fact that DOJ has a small disadvantaged business goal below the statutory goal of 5 percent, the letter grade would normally be further dropped to a “C.” However, as DOJ has set a goal below the statutory goal for the past two years, DOJ will be further downgraded to a “D.” Further, as DOJ has set a goal below the statutory goal for the past three years, DOJ will be downgraded again to an “F.” For fiscal year 2003, DOJ has a small disadvantaged business goal of 3.87 percent.

### 8(a) Program Goal

DOJ has not achieved its 8(a) Program goal from 1999 through 2001. Based on figures for 2002, DOJ again did not meet its goal. DOJ’s achievement was 2.98 percent, however its goal was 3.87 percent. As DOJ achieved 77 percent of its goal, the grade will be a “C.” DOJ has a 3.87 percent 8(a) Program goal for fiscal year 2003.



### Women-Owned Business Goal

DOJ exceeded its women-owned business goal from 1999 through 2001. Based on figures for 2002, DOJ did not accomplish its goal. DOJ achieved 3.34 percent, yet its goal was 5 percent. As DOJ achieved 66.8 percent of its goal, the grade will be a “D.” DOJ has a 5 percent women-owned business goal for fiscal year 2003.

### HUBZone Small Business Concern Goal

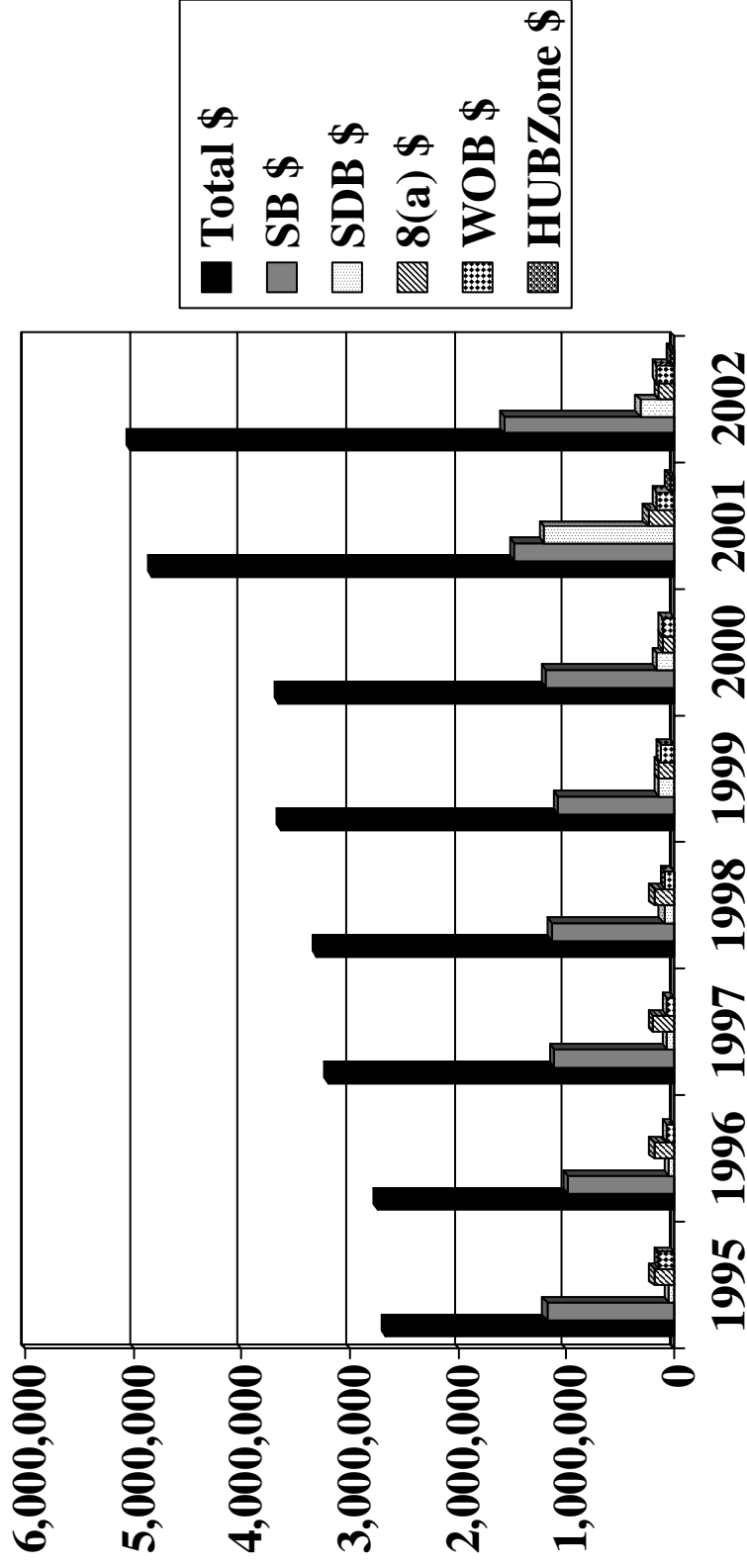
DOJ did not achieve its HUBZone goal in 2001. Based on figures for 2002, DOJ again did not achieve its goal. DOJ achieved 0.72 percent, however its goal was 2.5 percent. As DOJ achieved 28.8 percent of its goal, the grade will be an “F.” DOJ has a HUBZone goal of 3 percent for fiscal year 2003.

### Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	D 1 point
HUBZone Goal	F 0 points
Average Grade	D 1.4 points

With an “A” in the Small Business Goal, a “F” in the Small Disadvantaged Business Goal, a “C” in the 8(a) Program goal, a “D” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of Justice has an overall point total of 1.4 points, for a grade of “D.”

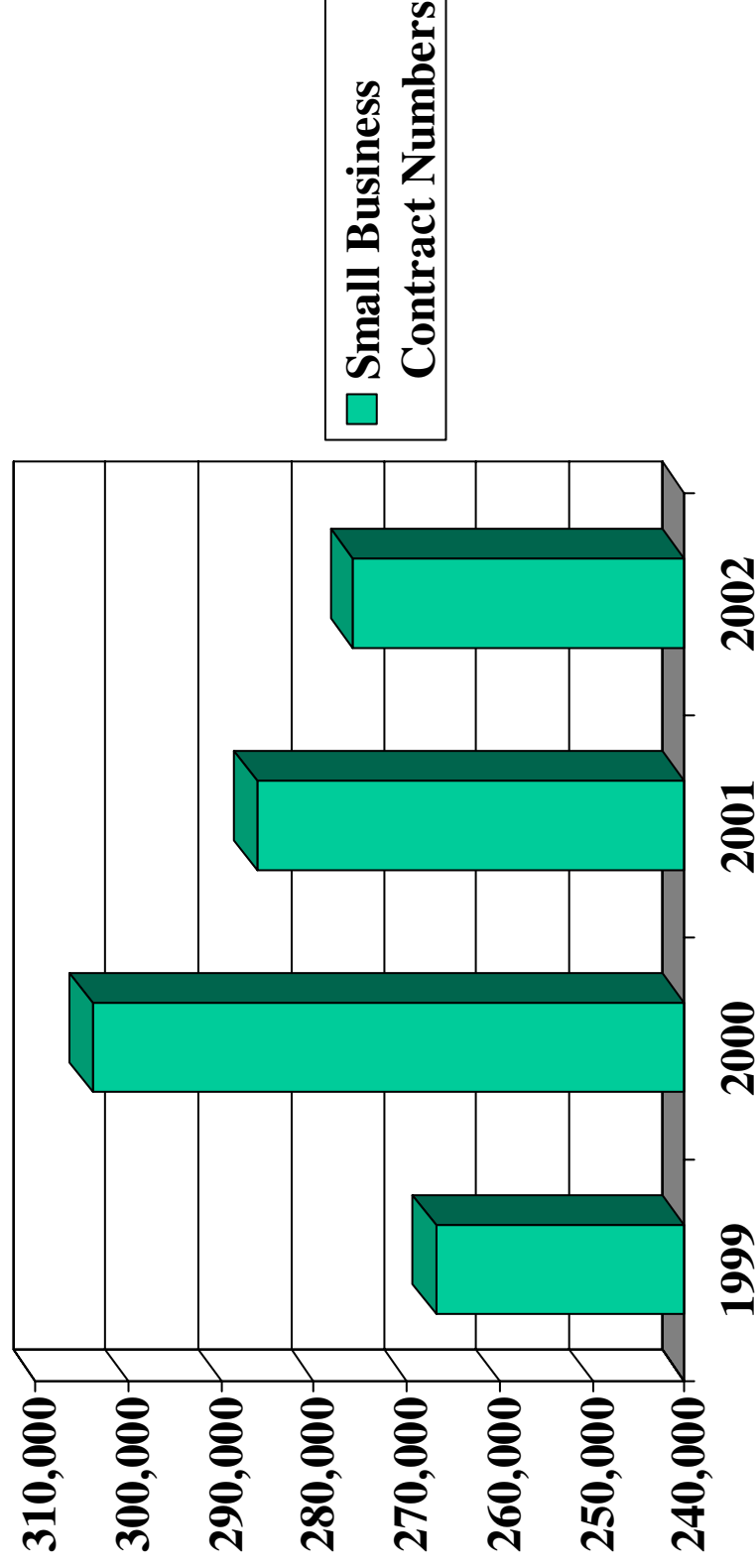
# Department of Justice Procurement Dollars



Dollars are expressed in millions.

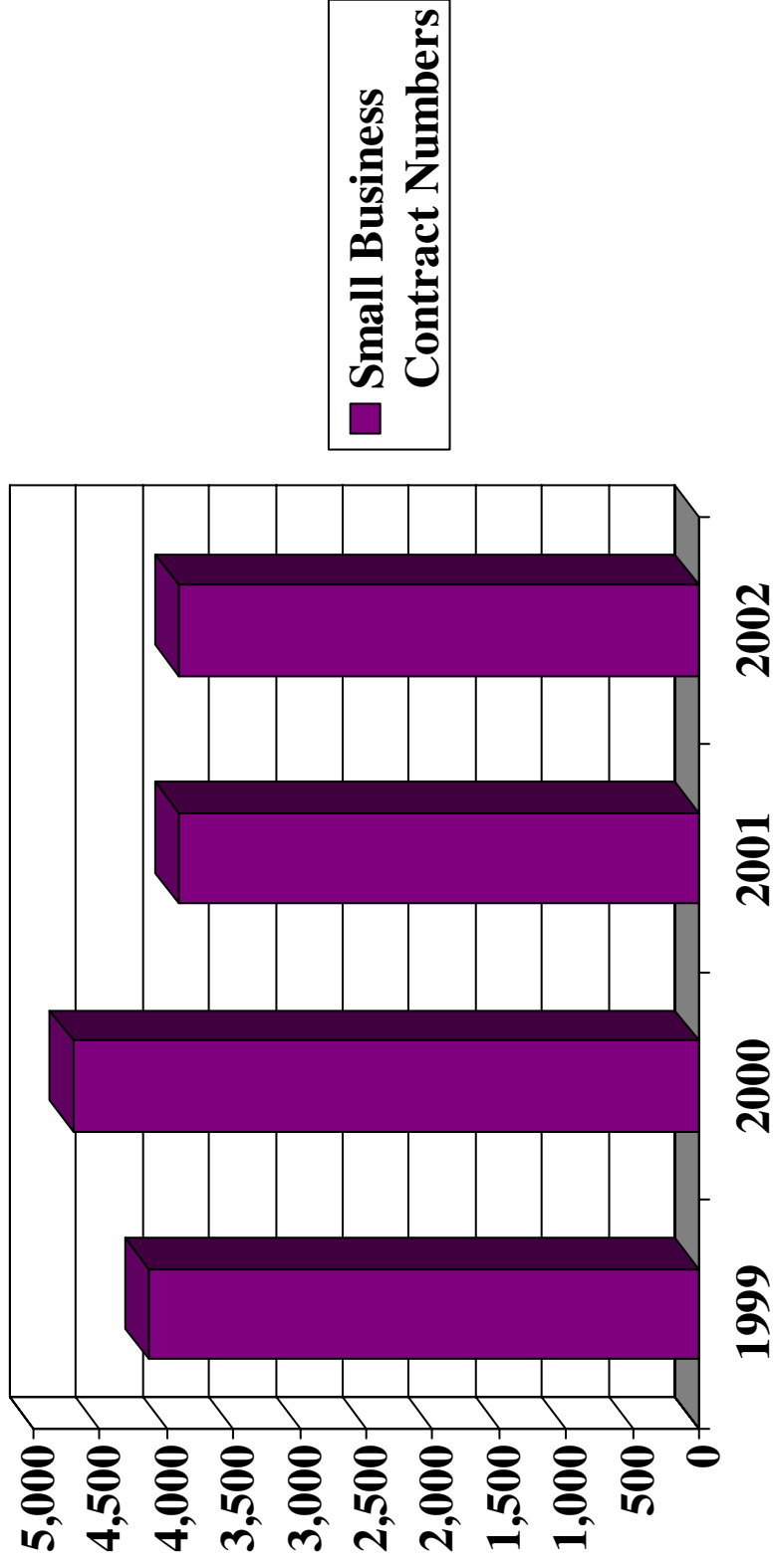
# U.S. Department of Justice

Number of Contracts to Small Businesses



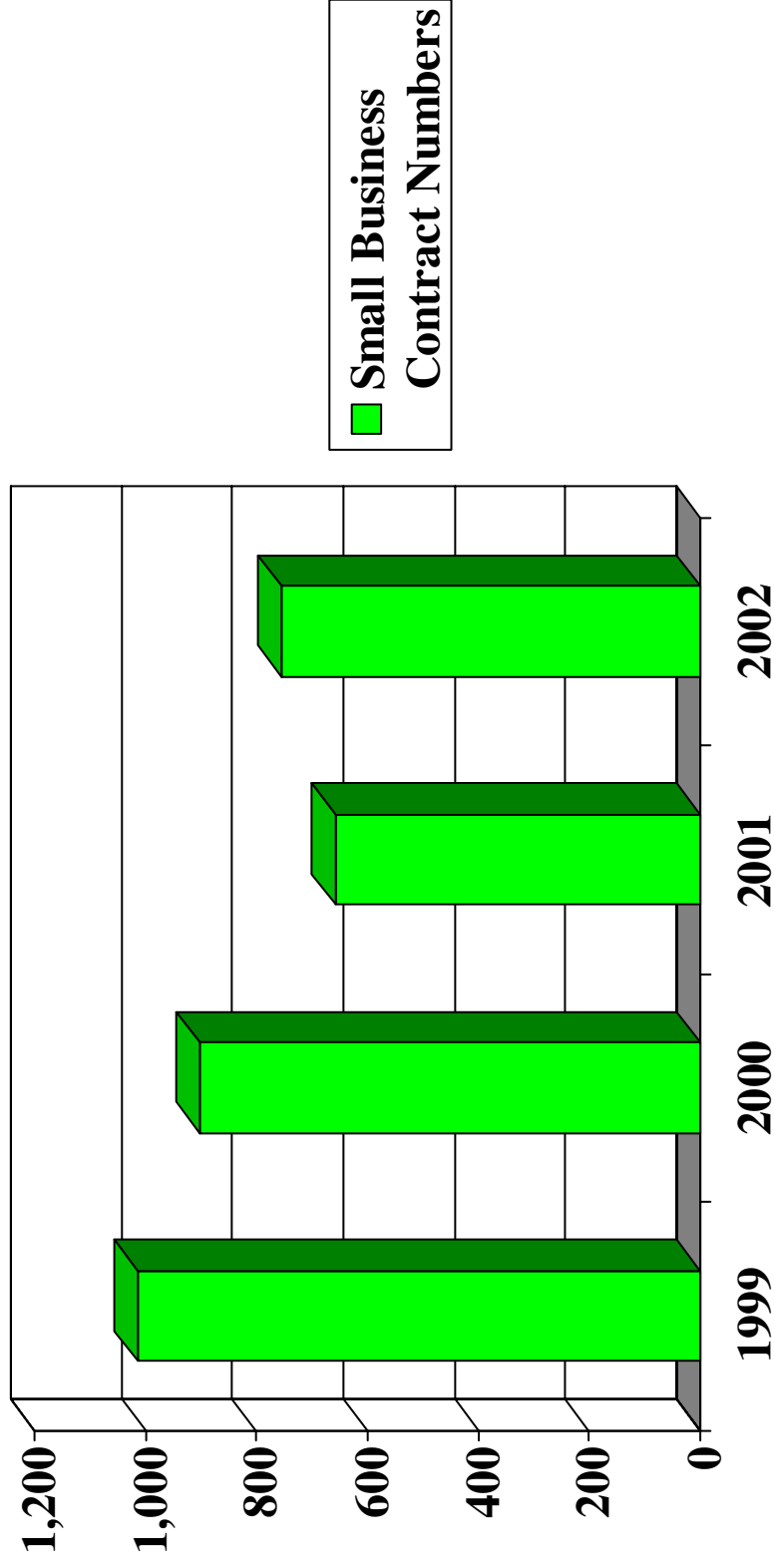
# U.S. Department of Justice

Number of Contracts to Small Disadvantaged Businesses



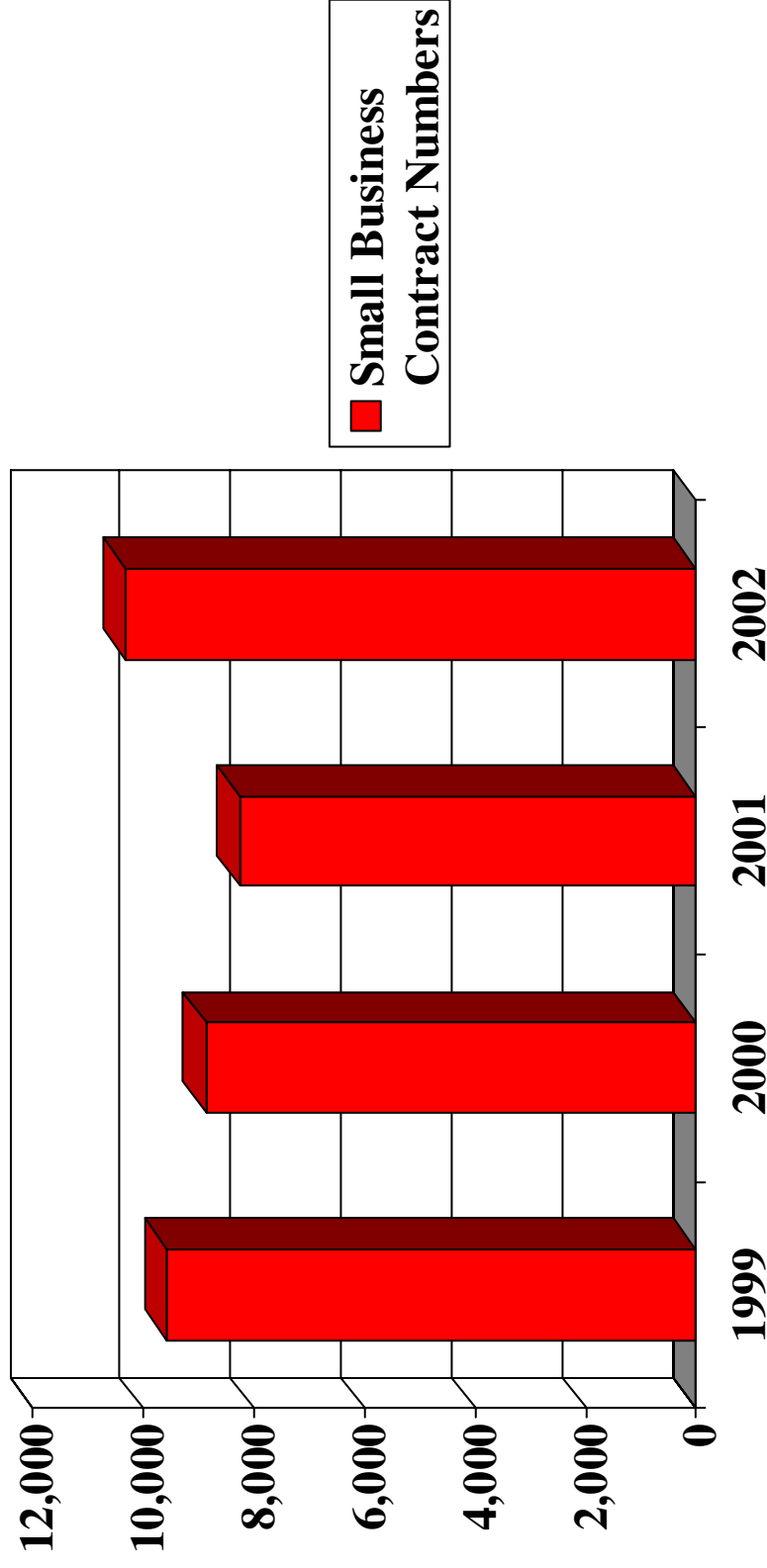
# U.S. Department of Justice

Number of Contracts to 8(a) Firms



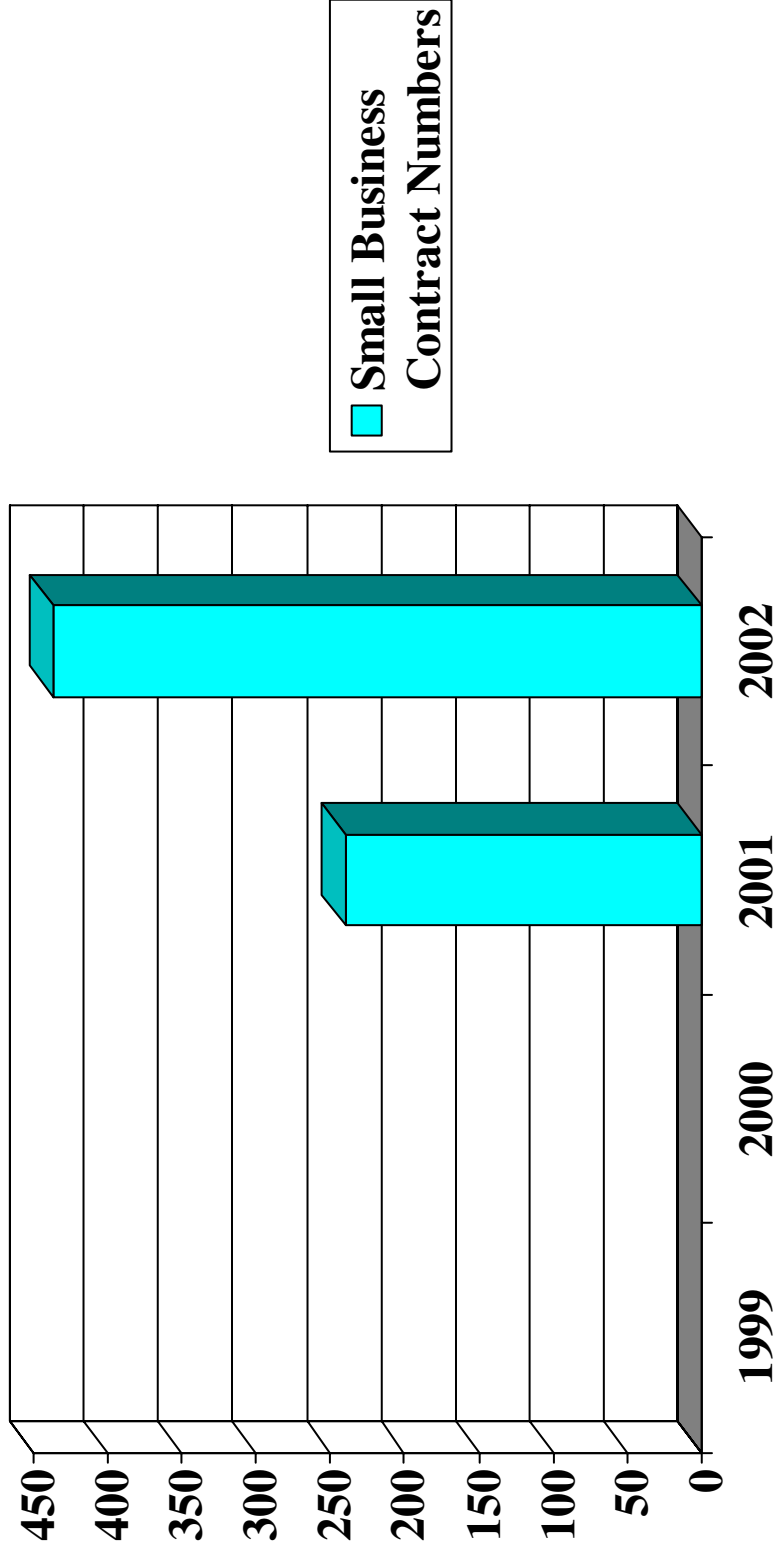
# U.S. Department of Justice

Number of Contracts to Women-Owned Businesses



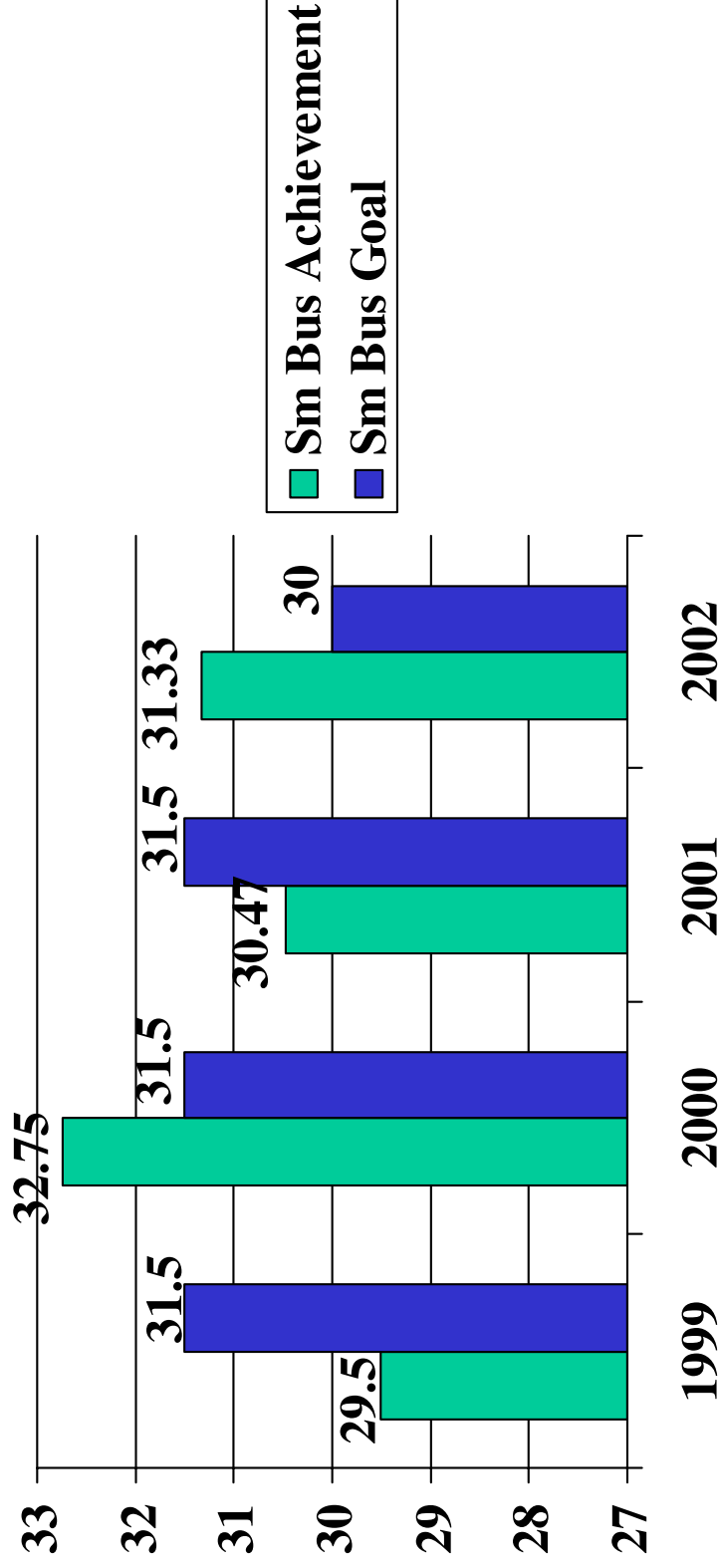
# U.S. Department of Justice

Number of Contracts to HUBZone Businesses



# Department of Justice

## Small Business Goal Achievement

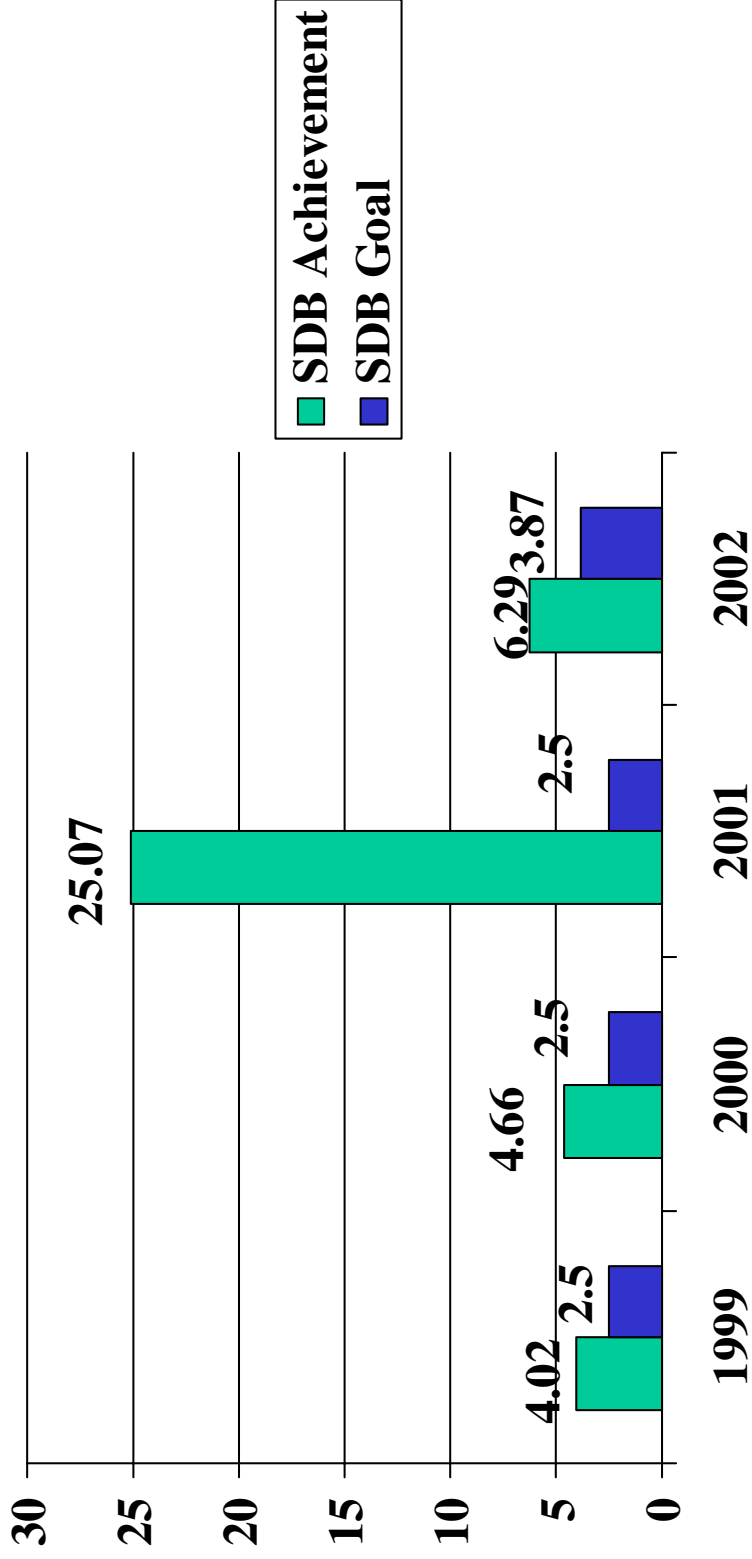


These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.



# Department of Justice

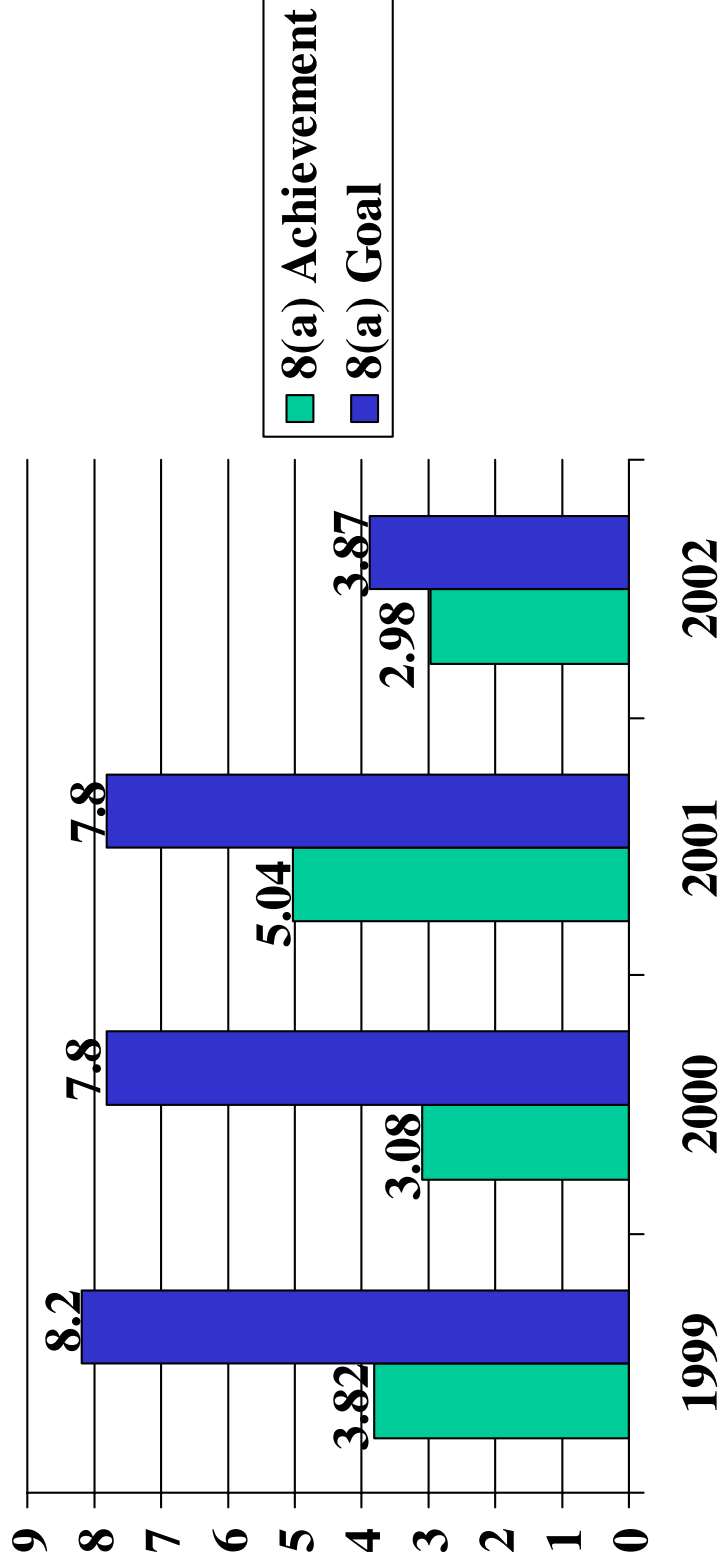
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of Justice

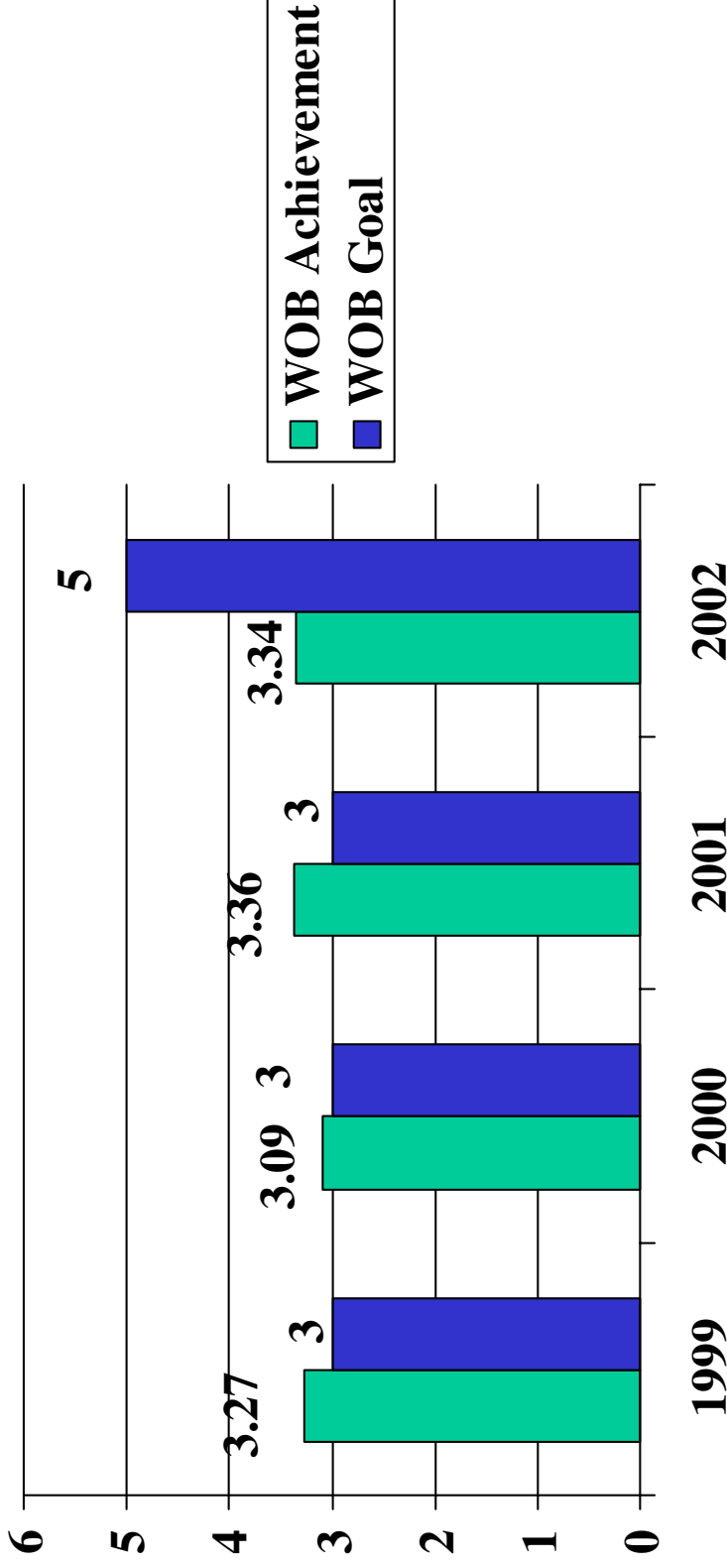
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of Justice

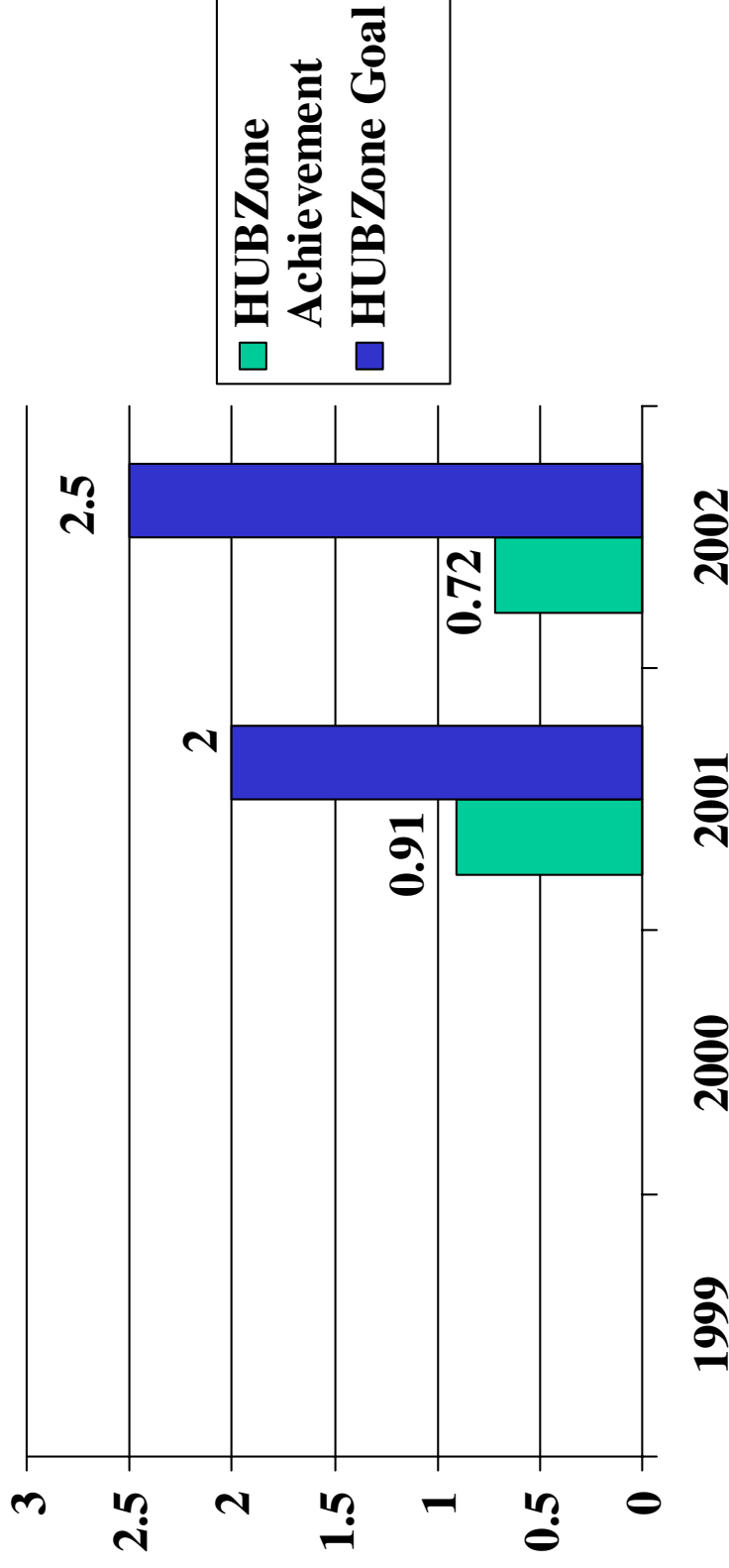
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of Justice

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Department of Transportation**

### **Procurement Dollar Analysis**

The Department of Transportation (Transportation) had a decrease in procurement activity from 1995 to 1997 as follows: 1995 - \$2.13 billion, 1996 - \$2.09 billion, and 1997 - \$1.81 billion. There was an increase in 1998 to \$1.9 billion. In 1999, Transportation showed a decrease to \$1.84 billion. Figures for 2000 show that Transportation had an increase to \$1.93 billion. Transportation's procurement volume increased to \$2.49 billion in 2001. For 2002, Transportation had an increase in contracting activity to nearly \$3.8 billion.

### **Numbers of Contracts**

#### **Small Business**

The number of contract actions with small businesses by Transportation decreased from 44,734 in 1999 to 31,495 in 2000. Transportation had 33,091 contract actions with small companies in 2001. In 2002, Transportation had 30,058 contract actions with small businesses.

#### **Small Disadvantaged Business**

The number of Transportation contract actions with small disadvantaged businesses decreased from 1,581 in 1999 to 886 in 2000. Transportation had 1,163 contract actions with small disadvantaged businesses in 2001. In 2002, Transportation had 1,333 contract actions with small disadvantaged businesses.

#### **8(a) Program**

The number of contract actions with 8(a) firms by Transportation decreased from 1,755 in 1999 to 1,718 in 2000. Transportation had 1,803 contract actions with 8(a) firms in 2001. In 2002, Transportation had 1,913 contract actions with 8(a) companies.

#### **Women-Owned Business**

The number of Transportation contract actions with women-owned businesses decreased from 1,646 in 1999 to 1,419 in 2000. Transportation had 1,616 contract actions with women-owned firms in 2001. In 2002, Transportation had 1,665 contract actions with women-owned companies.

#### **HUBZone Small Business Concerns**

Transportation had 253 contract actions with HUBZone firms in 2001. In 2002, Transportation had 438 contract actions with HUBZone companies.

## Goal Achievement

### Small Business Goal

Transportation exceeded its goal for doing business with small businesses from 1999 through 2001. Based on figures for 2002, Transportation did not achieve its goal. Transportation accomplished 34.06 percent, while its goal was 50 percent. As Transportation achieved 68.12 percent of its goal, the grade would normally be a “D.”

	1999	2000	2001	2002
SB Goal	30.5	32	32	50
SB Achievement	58.08	53.45	54.62	34.06

Based on the first three years of this study, the average achievement was 55.38 percent. The average goal over the same period was 31.5 percent. As Transportation set an unreasonably low goal for 2002, the grade will be dropped to an “F.” If possible, Transportation would be further-downgraded due to the establishment of an unreasonably low goal for the past three years. Transportation has a small business goal of 50 percent for fiscal year 2003.

### Small Disadvantaged Business Goal

Transportation exceeded its goal for doing business with small disadvantaged businesses from 1999 through 2001. Based on figures for 2002, Transportation did not reach its small disadvantaged business goal. Transportation achieved 3.69 percent. Transportation’s goal was 4.76 percent. As Transportation accomplished 77.5 percent of its goal, the grade would normally be a “C.” As the SDB goal of 4.76 percent is lower than the mandated goal of 5 percent, the letter grade would normally be dropped to a “D.” However, as Transportation has set a goal below the statutory goal for the past two years, Transportation will be further downgraded to an “F.” And, as Transportation has set a goal below the statutory goal for the past three years, Transportation again would be downgraded. For fiscal year 2003, Transportation has a small disadvantaged business goal of 4.76 percent.

### 8(a) Program Goal

Transportation exceeded its 8(a) Program goal in 1999 and 2000, but did not achieve its goal in 2001. Based on figures for 2002, Transportation surpassed its 8(a) Program goal. Transportation achieved 6.77 percent, while its goal was 4.76 percent. As Transportation exceeded its goal, the grade would normally be an “A.”

	1999	2000	2001	2002
8(a) Goal	11.5	11.5	11.5	4.76
8(a) Achievement	12.44	12.8	10.89	6.77

Based on the first three years of this study, the average achievement was 12.04 percent. The average goal over the same period was 11.5 percent. As Transportation set an unreasonably low goal for 2002, the grade will be dropped to a “B.” Transportation has an 8(a) Program goal of 4.76 percent for fiscal year 2003.

#### Women-Owned Business Goal

Transportation did not achieve its women-owned business goal from 1999 through 2001. Based on figures for 2002, Transportation again did not meet its goal. Transportation achieved 2.61 percent, yet its goal was 5 percent. As Transportation achieved 52.2 percent of its goal, the grade will be an “F.” Transportation has a women-owned business goal for fiscal year 2003 of 5 percent.

#### HUBZone Small Business Concern Goal

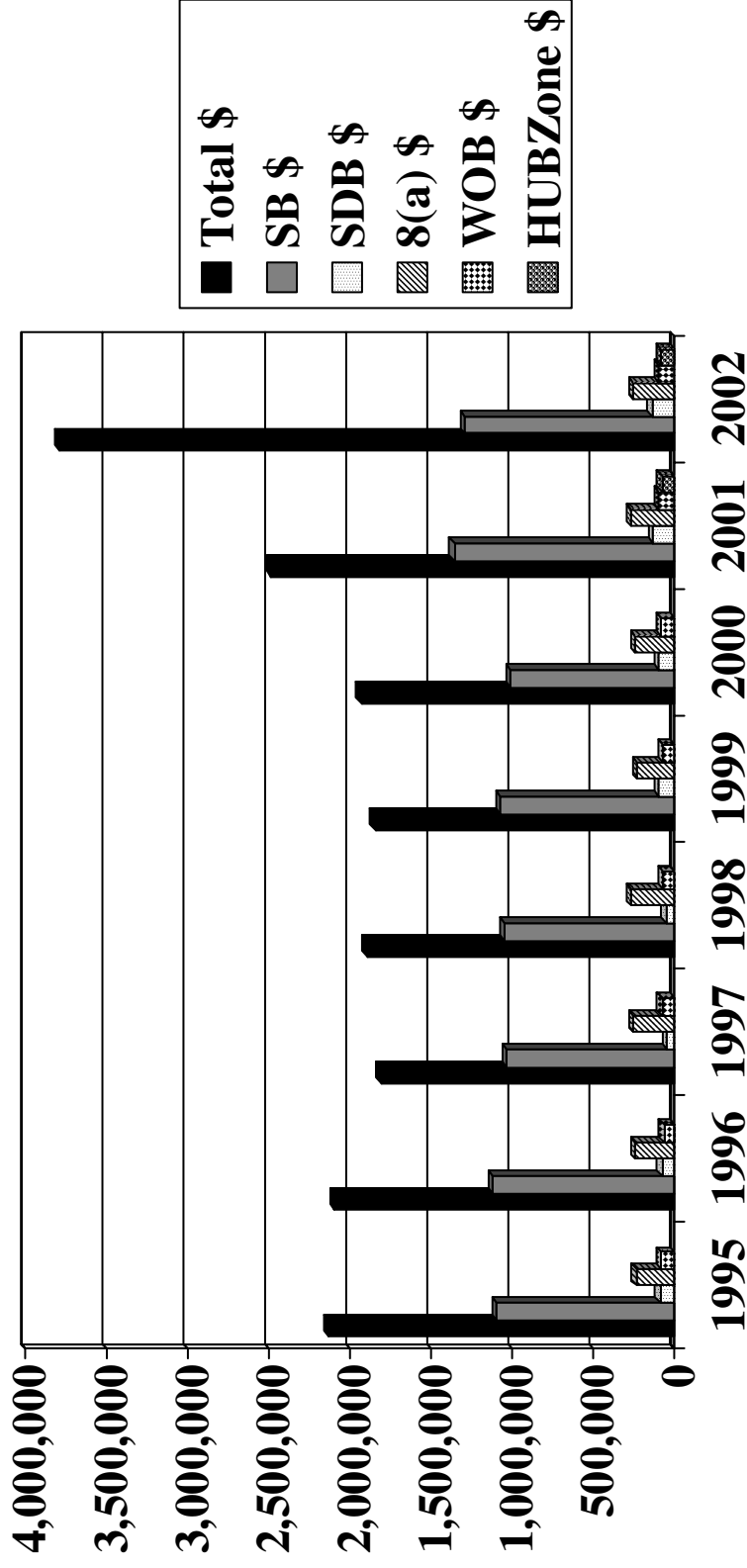
Transportation exceeded its HUBZone goal in 2001. Based on figures for 2002, Transportation did not accomplish its goal. Transportation achieved 2.23 percent, however its goal was 2.5 percent. As Transportation accomplished 89.2 percent of its goal, the grade will be a “B.” Transportation has a HUBZone business goal of 3 percent for fiscal year 2003.

#### Overall Grade

Small Business Goal	F 0 points
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	B 3 points
Women-Owned Business Goal	F 0 points
HUBZone Goal	B 3 points
Average Grade	D- 1.2 points

With an “F” in the Small Business Goal, an “F” in the Small Disadvantaged Business Goal, a “B” in the 8(a) Program goal, an “F” in the Women-Owned Business Goal, and a “B” in the HUBZone Goal, with all categories weighed equally, the Department of Transportation has an overall point total of 1.2 points, for a grade of “D-.”

# Department of Transportation Procurement Dollars

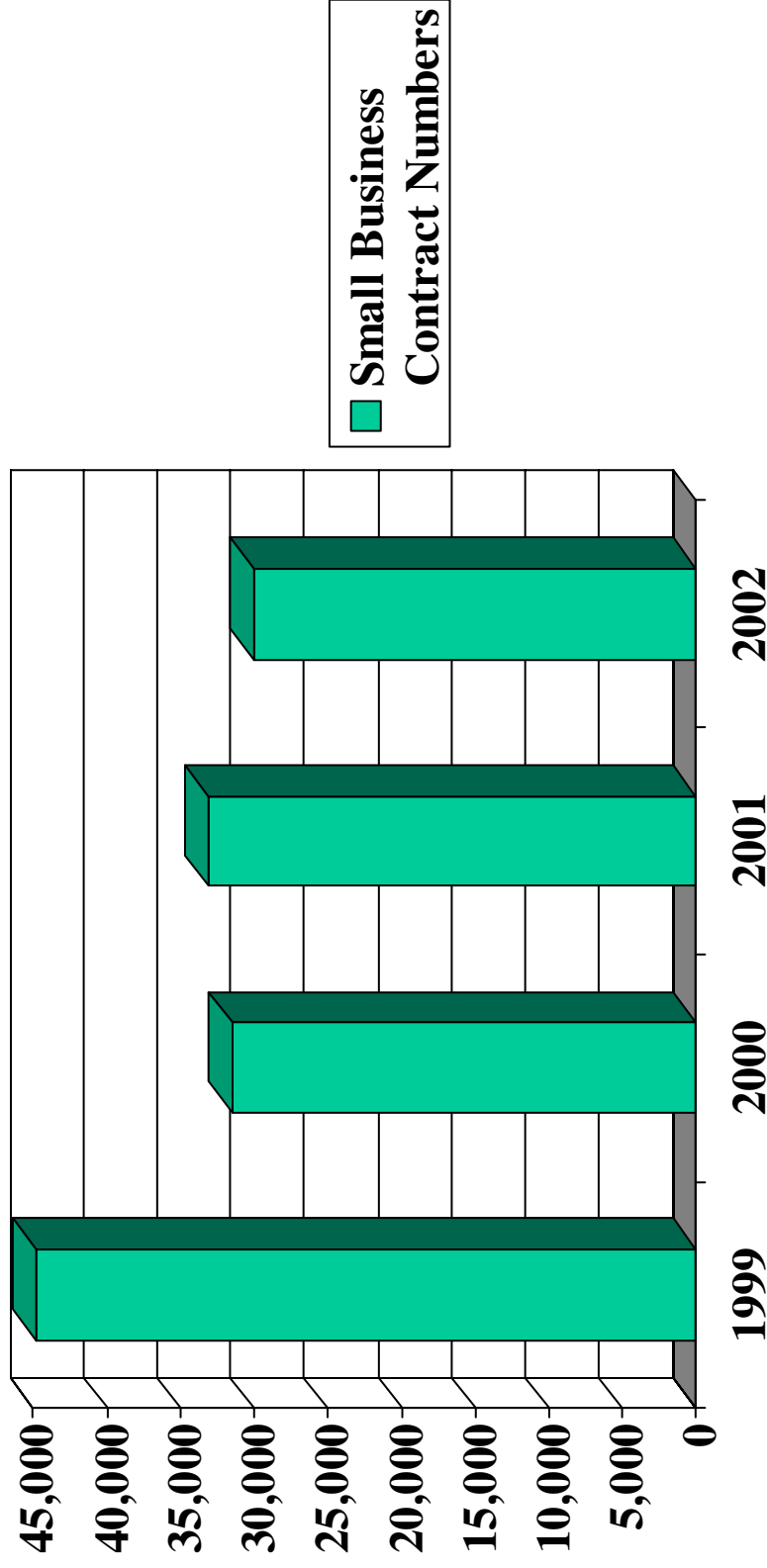


Dollars are expressed in millions.



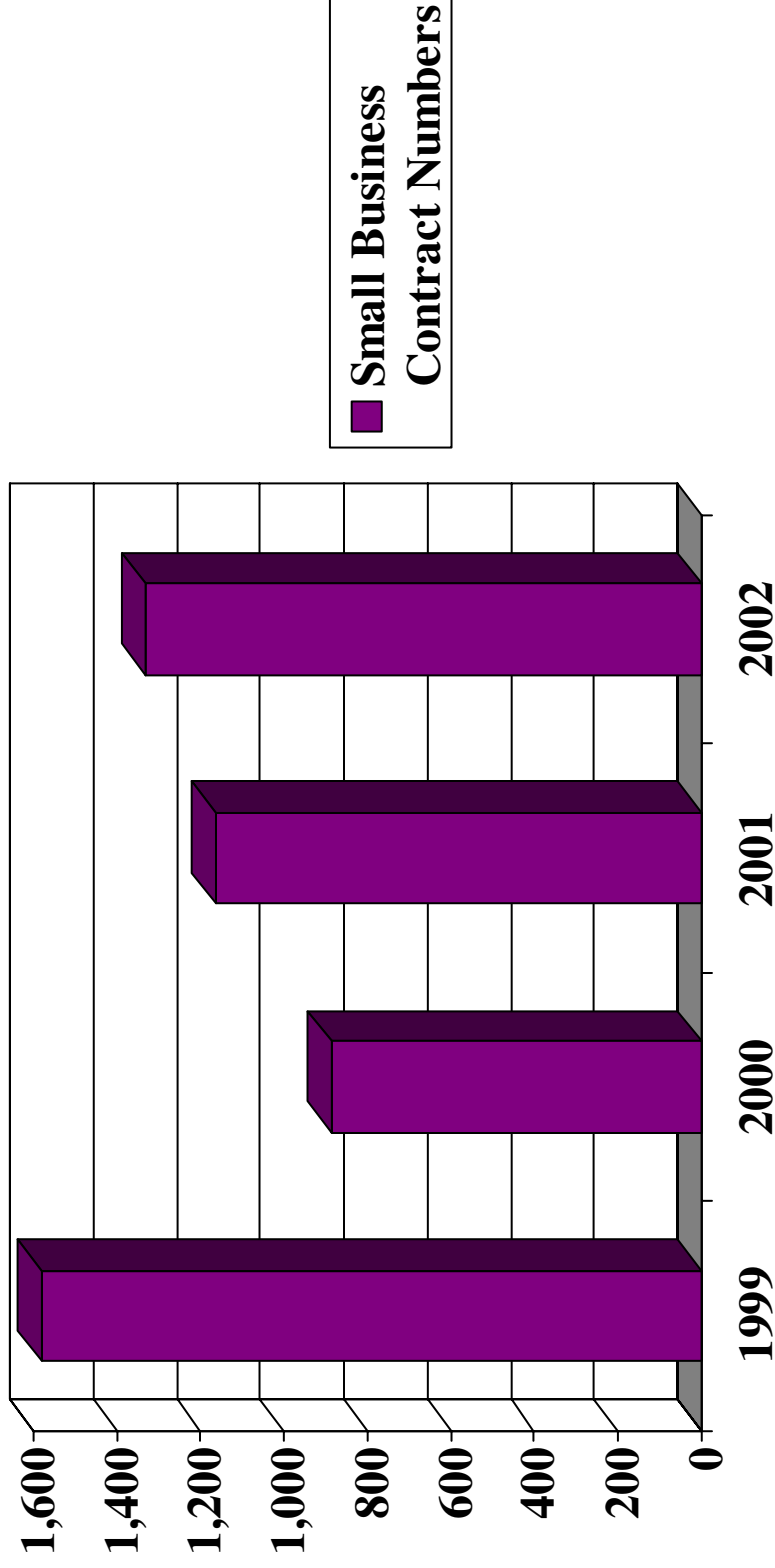
# U.S. Department of Transportation

Number of Contracts to Small Businesses



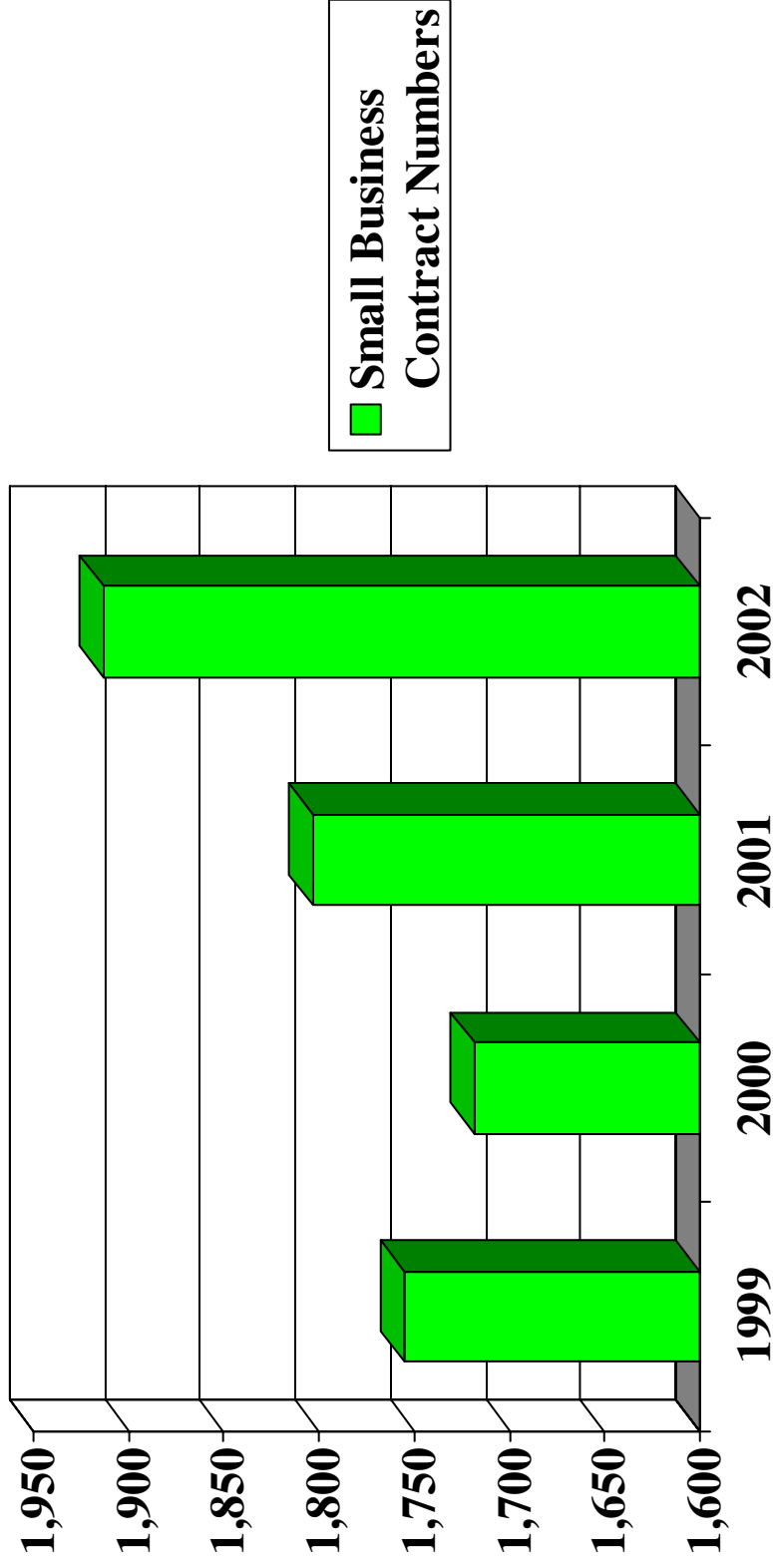
# U.S. Department of Transportation

Number of Contracts to Small Disadvantaged Businesses



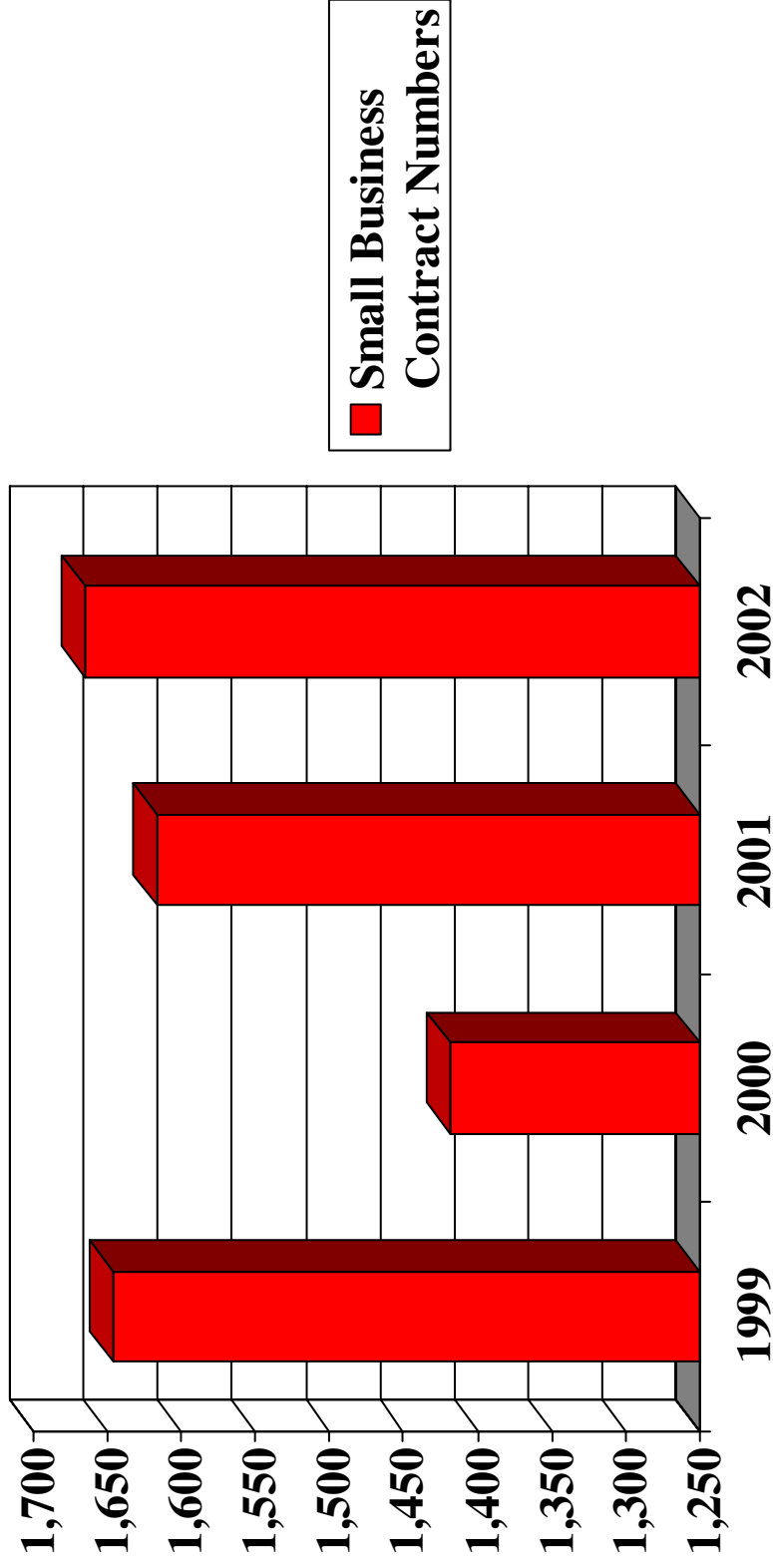
# U.S. Department of Transportation

Number of Contracts to 8(a) Firms



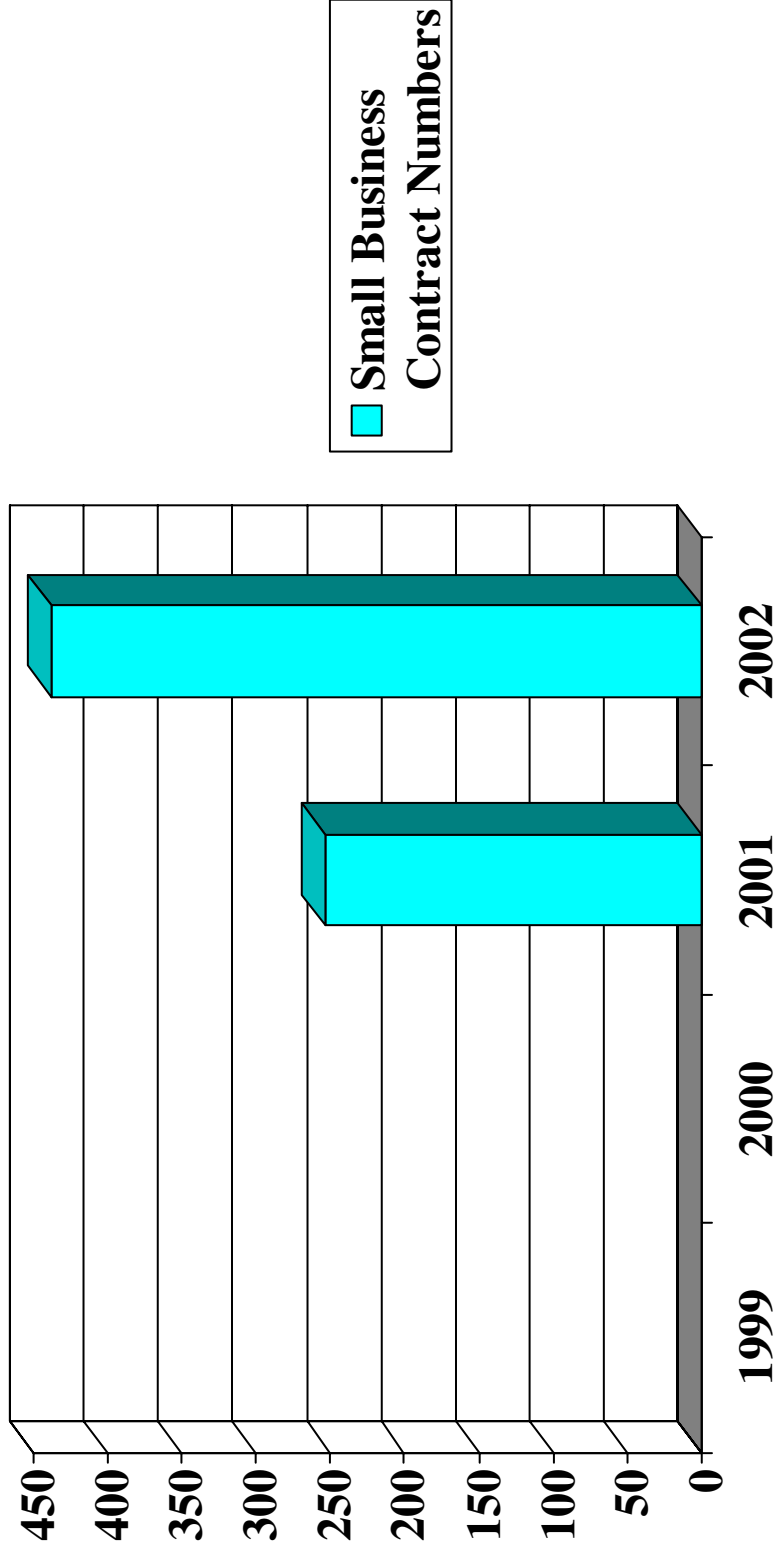
# U.S. Department of Transportation

Number of Contracts to Women-Owned Businesses



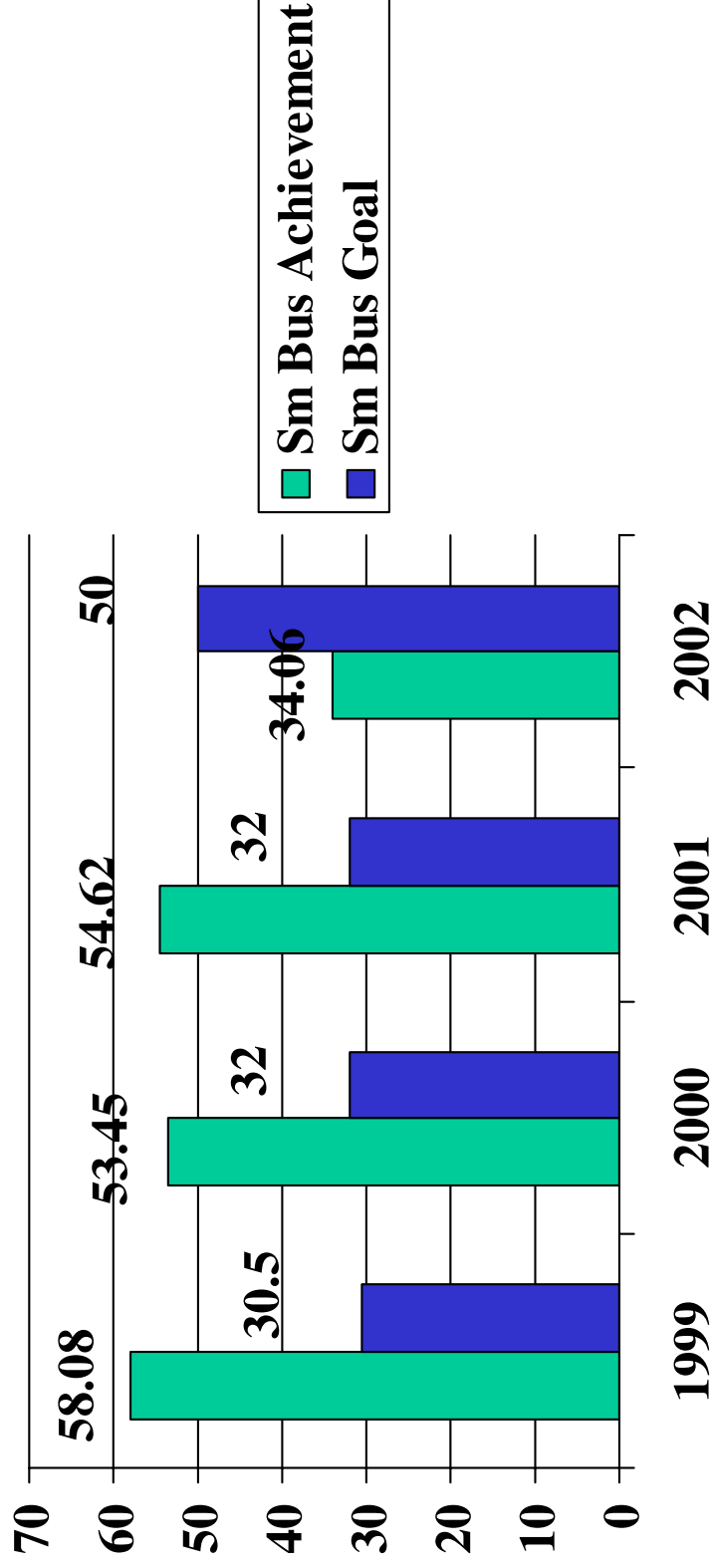
# U.S. Department of Transportation

Number of Contracts to HUBZone Businesses



# Department of Transportation

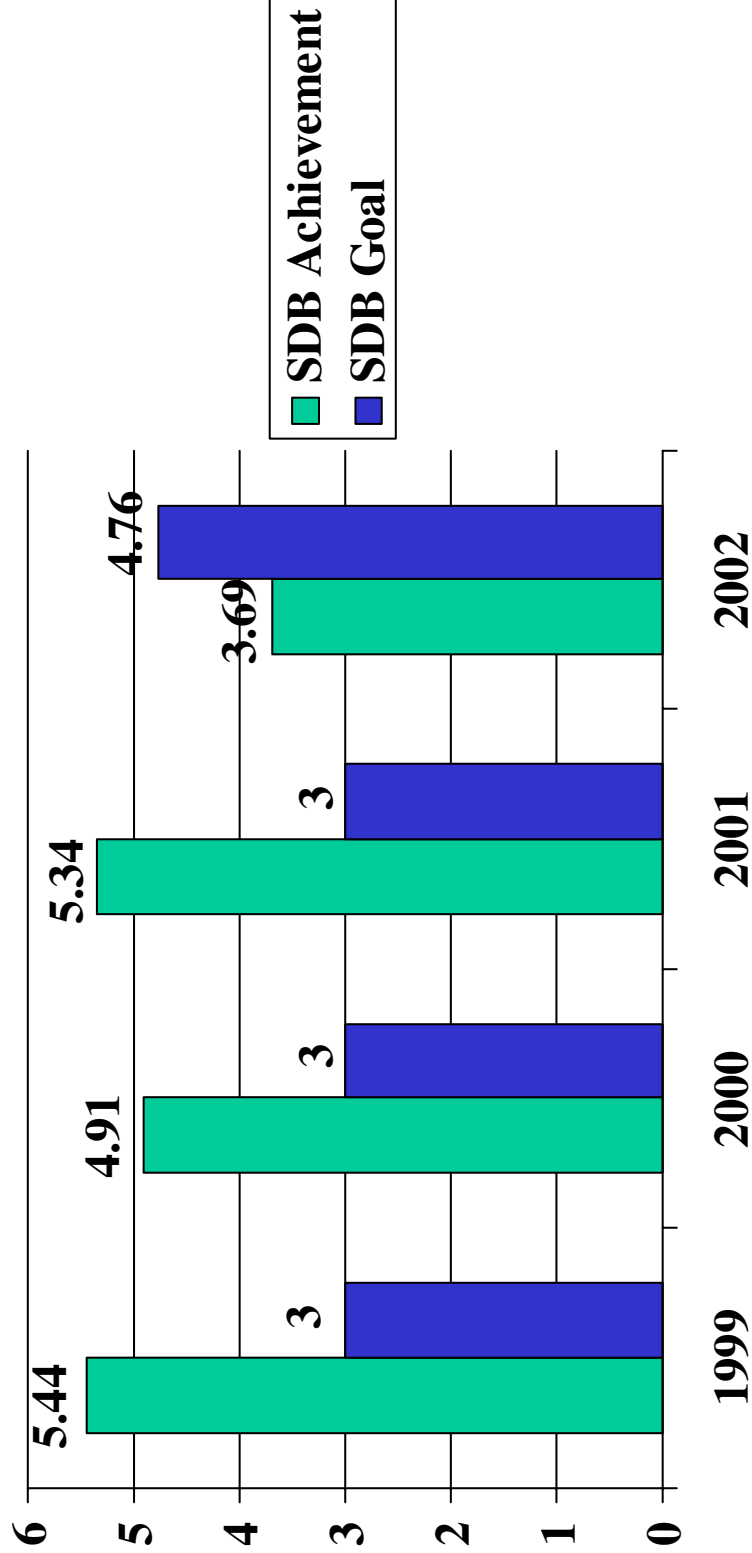
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of Transportation

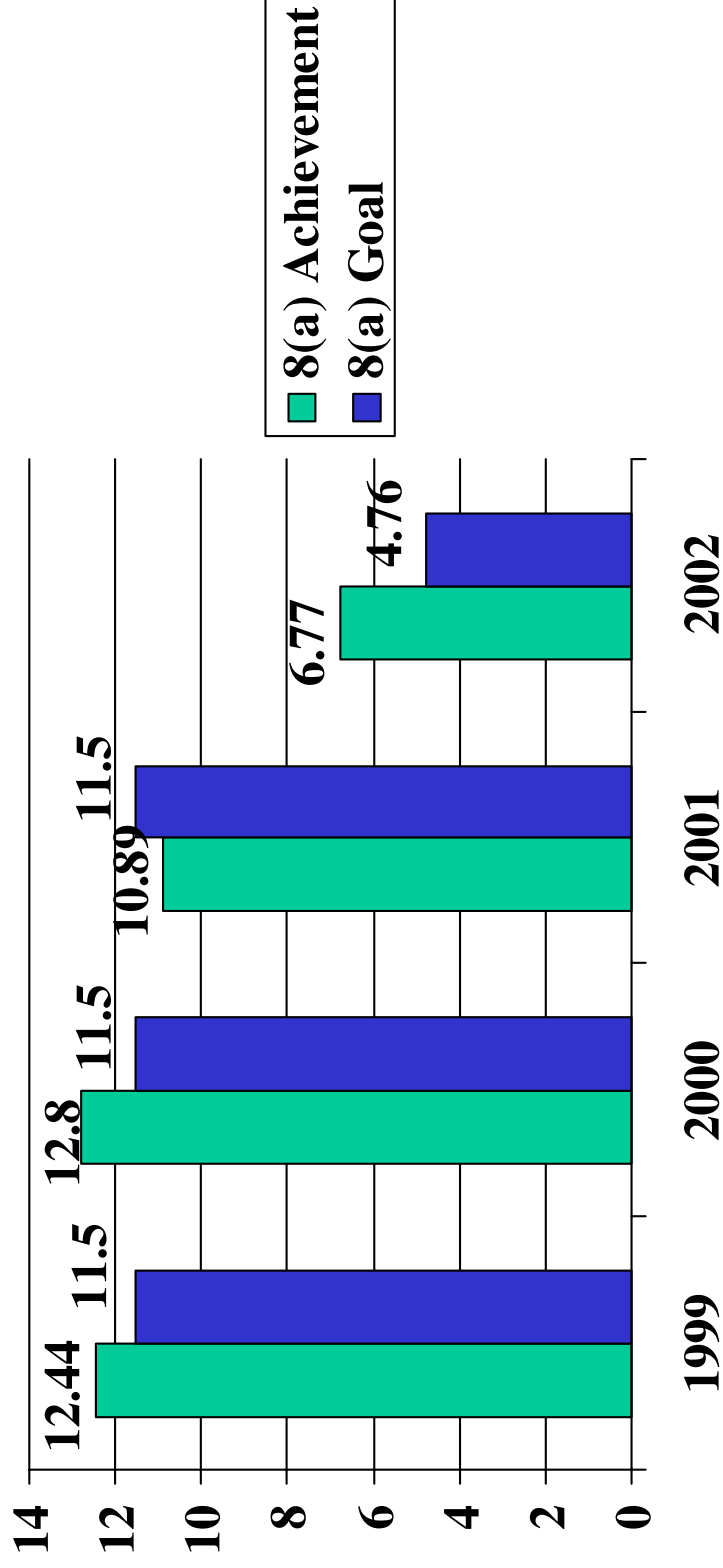
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of Transportation

## 8(a) Goal Achievement

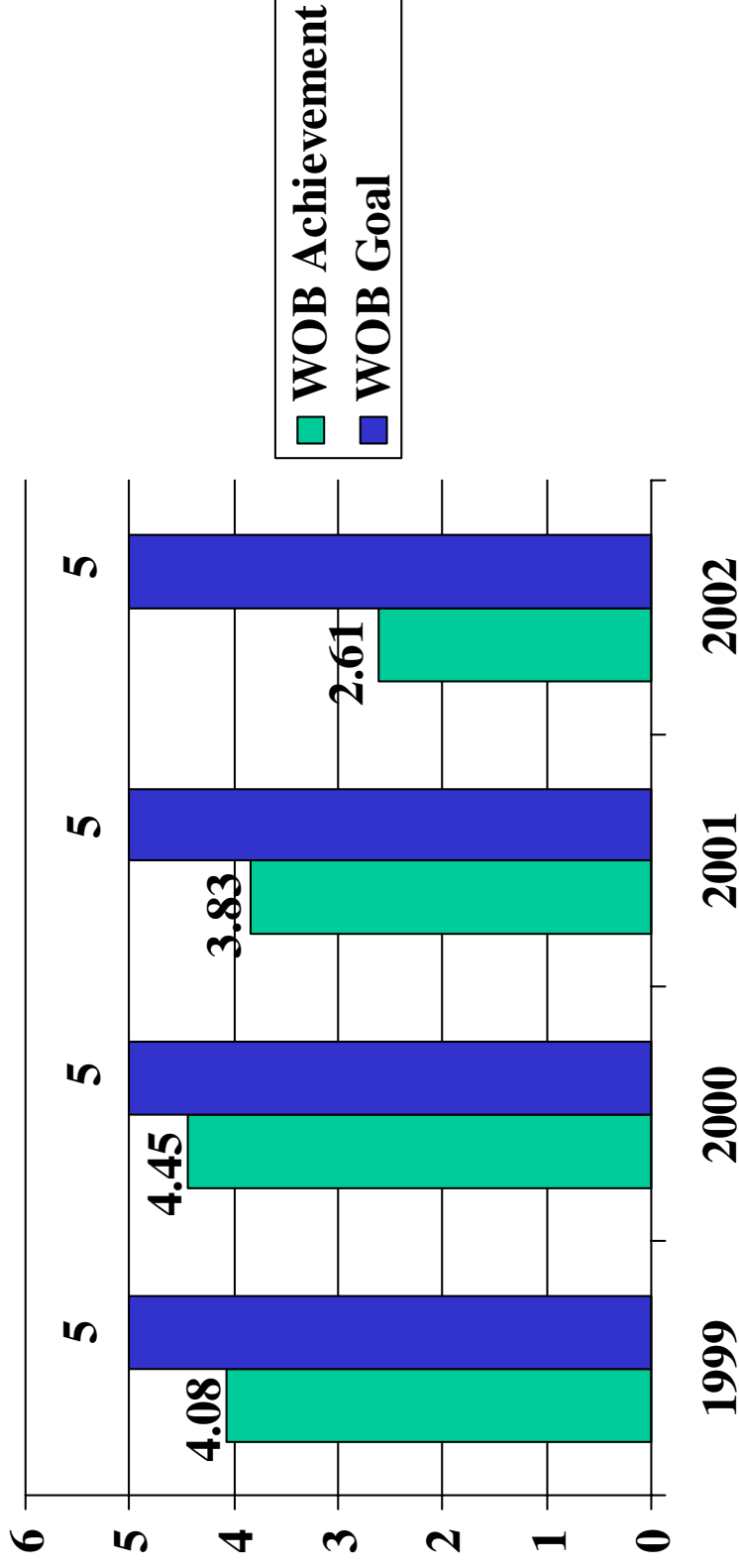


These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.



# Department of Transportation

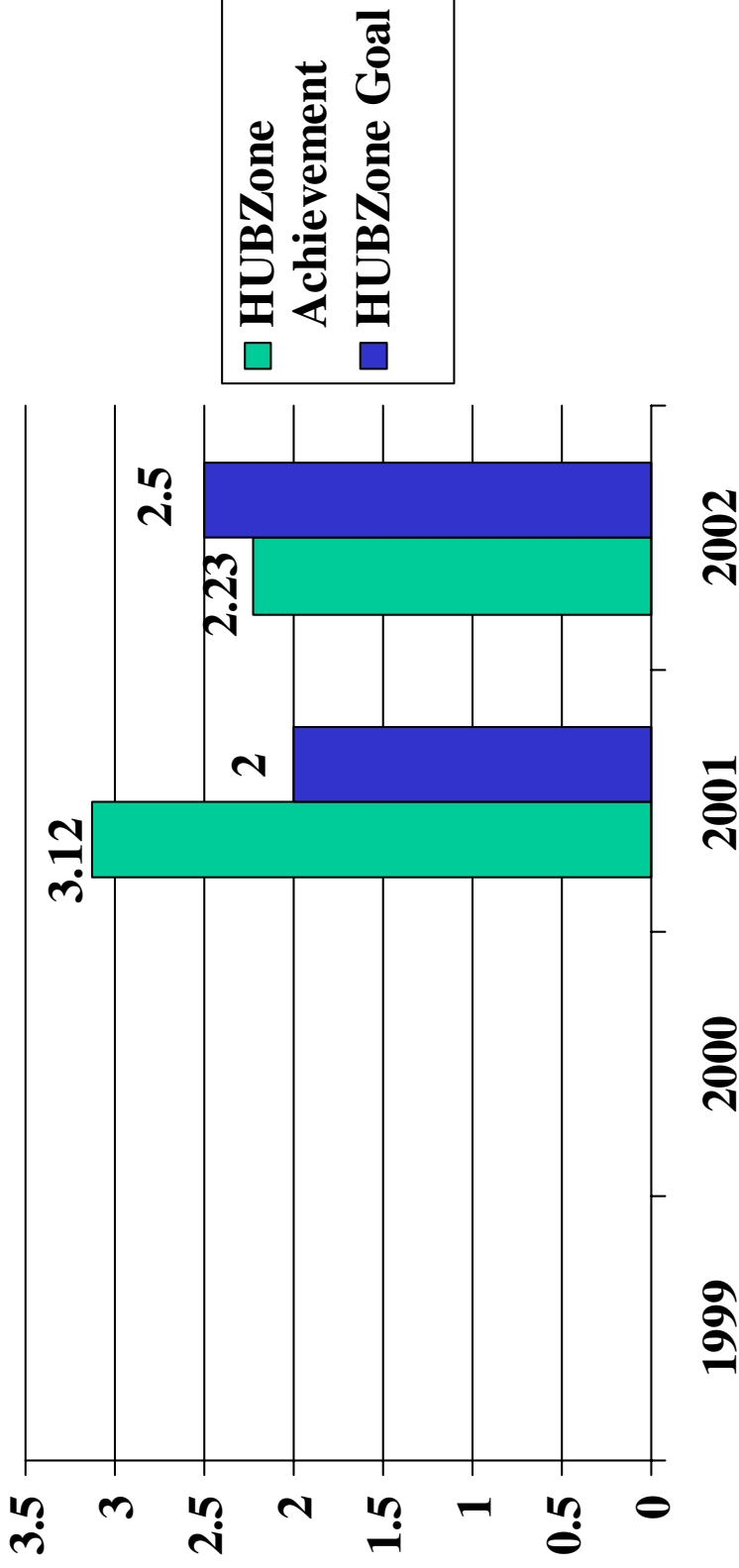
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of Transportation

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Department of Agriculture**

### **Procurement Dollar Analysis**

The Department of Agriculture (Agriculture) showed decreases in procurement activity from 1995 to 1997 – totals as follows: 1995 - \$3 billion, 1996 - \$2.9 billion, and 1997 - \$2.7 billion. Activity in 1998 returned to nearly \$3 billion. In 2000, Agriculture had an increase of approximately \$700,000 from the 1999 level of \$3,532,225,000 to \$3,532,937,000. Agriculture again showed an increase in 2001 to \$3.8 billion. Figures for 2002 show a decrease to \$3.7 billion.

### **Numbers of Contracts**

#### **Small Business**

The number of contract actions with small businesses by Agriculture decreased from 266,897 in 1999, to 130,148 in 2000, and to 92,358 in 2001. In 2002, Agriculture had 115,369 contract actions with small firms.

#### **Small Disadvantaged Business**

Agriculture increased its contract actions to small disadvantaged businesses from 6,006 in 1999 to 24,144 in 2000. Agriculture had 3,101 contract actions with small disadvantaged businesses in 2001. In 2002, Agriculture had 3,302 contract actions with small disadvantaged businesses. As this number is more in the range for previous years, Agriculture likely had an error in its 2000 data reporting.

#### **8(a) Program**

The number of Agriculture contract actions with 8(a) firms decreased from 1,617 in 1999 to 1,599 in 2000. Agriculture had 1,772 contract actions with 8(a) companies in 2001. In 2002, Agriculture had 1,750 contract actions with 8(a) companies.

#### **Women-Owned Business**

The number of contract actions with women-owned businesses decreased from 10,273 in 1999, to 7,699 in 2000, and 6,305 in 2001. In 2002, Agriculture had 8,118 contract actions with women-owned firms.

#### **HUBZone Small Business Concerns**

In 2001, Agriculture had 539 contract actions with HUBZone companies. The number of HUBZone contract actions increased in 2002 to 633.

## **Goal Achievement**

### **Small Business Goal**

Agriculture did not achieve its small business goal in 1999 or 2000, but exceeded its goal in 2001. Based on figures for 2002, Agriculture again exceeded its small business goal. Agriculture achieved 48.28 percent, while its goal was 43 percent. Because Agriculture exceeded its goal, the grade will be an "A." The small business goal for Agriculture in fiscal year 2003 is 43 percent.

### **Small Disadvantaged Business Goal**

Agriculture did not achieve its small disadvantaged business goal from 1999 through 2001. Based on 2002 figures, Agriculture again failed to meet its goal. Agriculture achieved 4.54 percent of its 5 percent goal. However, as Agriculture achieved 90.8 percent of its goal, the grade will be an "A." The small disadvantaged goal for Agriculture in fiscal year 2003 is 5 percent.

### **8(a) Program Goal**

Agriculture did not achieve its 8(a) Program goal from 1999 through 2001. Based on figures for 2002, Agriculture did not achieve its goal. Agriculture achieved 4.48 percent of its 5 percent goal. As Agriculture achieved 90 percent of its goal, the grade will be an "A." The 8(a) Program goal for Agriculture in fiscal year 2003 is 5 percent.

### **Women-Owned Business Goal**

Agriculture did not achieve its women-owned business goal from 1999 through 2001. Based on figures for 2002, Agriculture failed to reach its goal. Agriculture achieved 4.49 percent, however its goal was 5 percent. As Agriculture achieved 90 percent of its goal, the grade will be an "A." Agriculture has a women-owned business goal for fiscal year 2003 of 5 percent.

### **HUBZone Small Business Concern Goal**

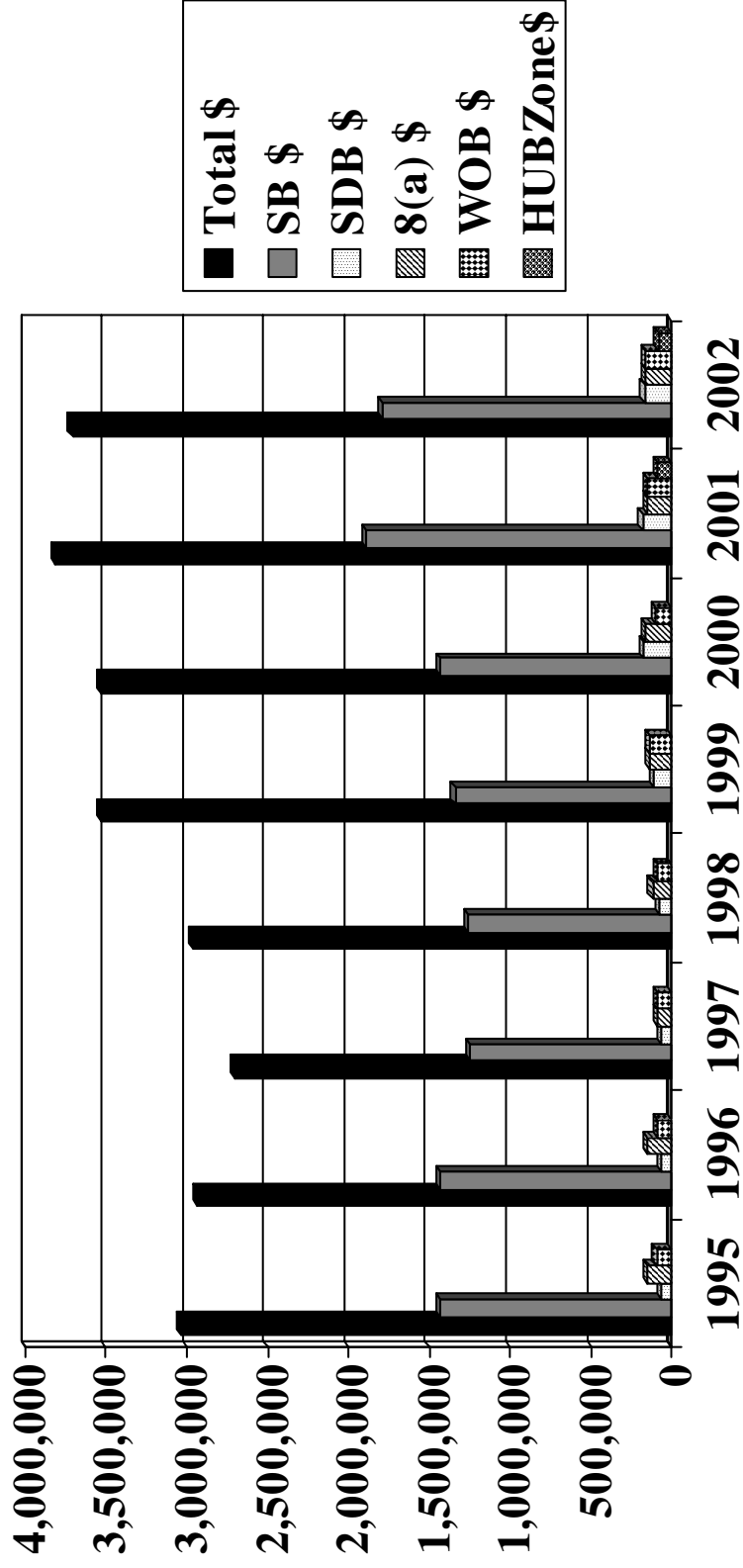
Agriculture exceeded its HUBZone goal in 2001. Based on figures for 2002, Agriculture did not reach its HUBZone goal. Agriculture achieved 2.22 percent, yet its goal was 2.5 percent. As Agriculture achieved 89 percent of its goal, the grade will be a "B." The HUBZone goal for 2003 is 3 percent.

### Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	A 4 points
HUBZone Goal	B 3 points
Average Grade	B 3.8 points

With an “A” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, a “B” in the 8(a) Program goal, an “A” in the Women-Owned Business Goal, and a “B” in the HUBZone Goal, with all categories weighed equally, the U.S. Department of Agriculture has an overall point total of 3.8 points, for a grade of “B.”

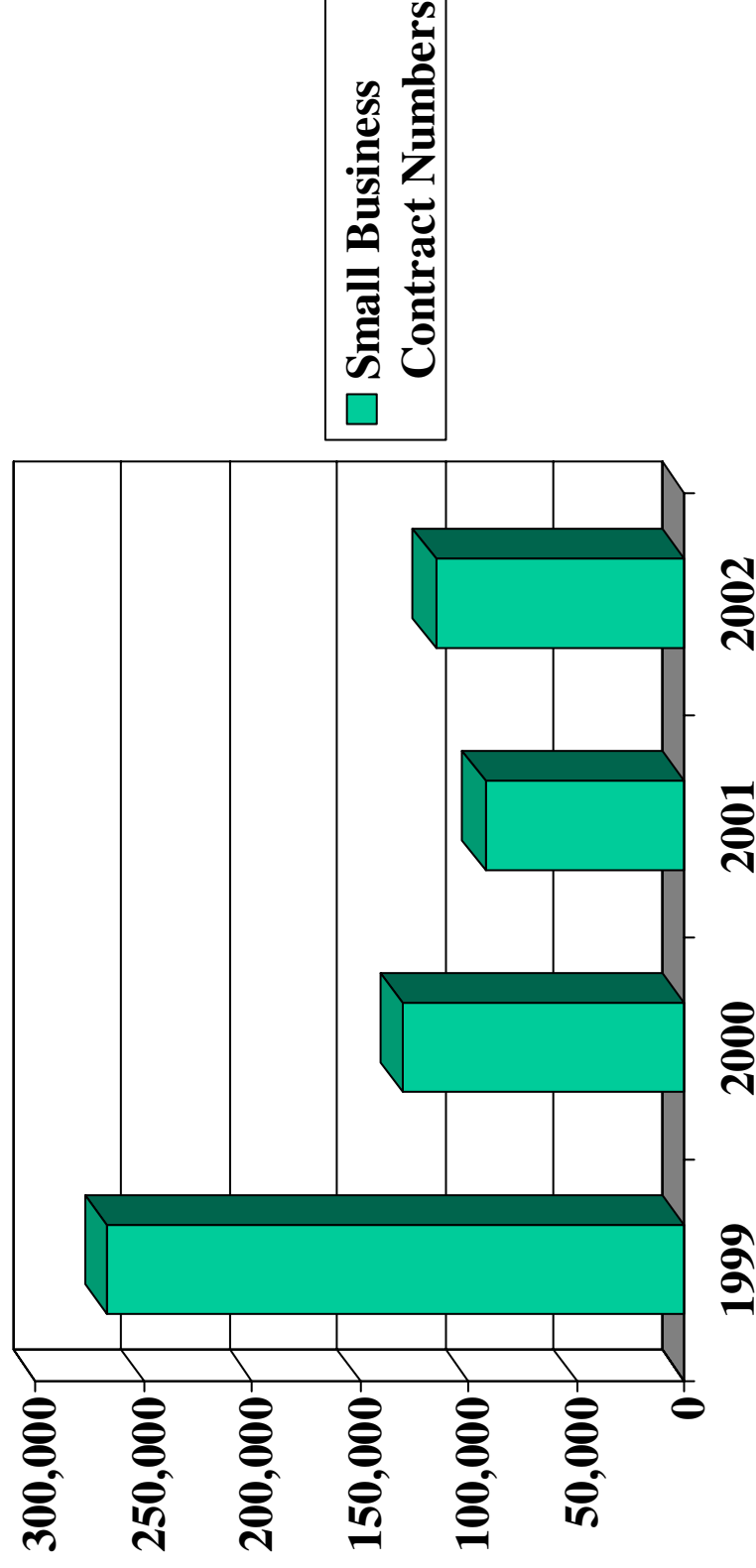
# Department of Agriculture Procurement Dollars



Dollars are expressed in millions.

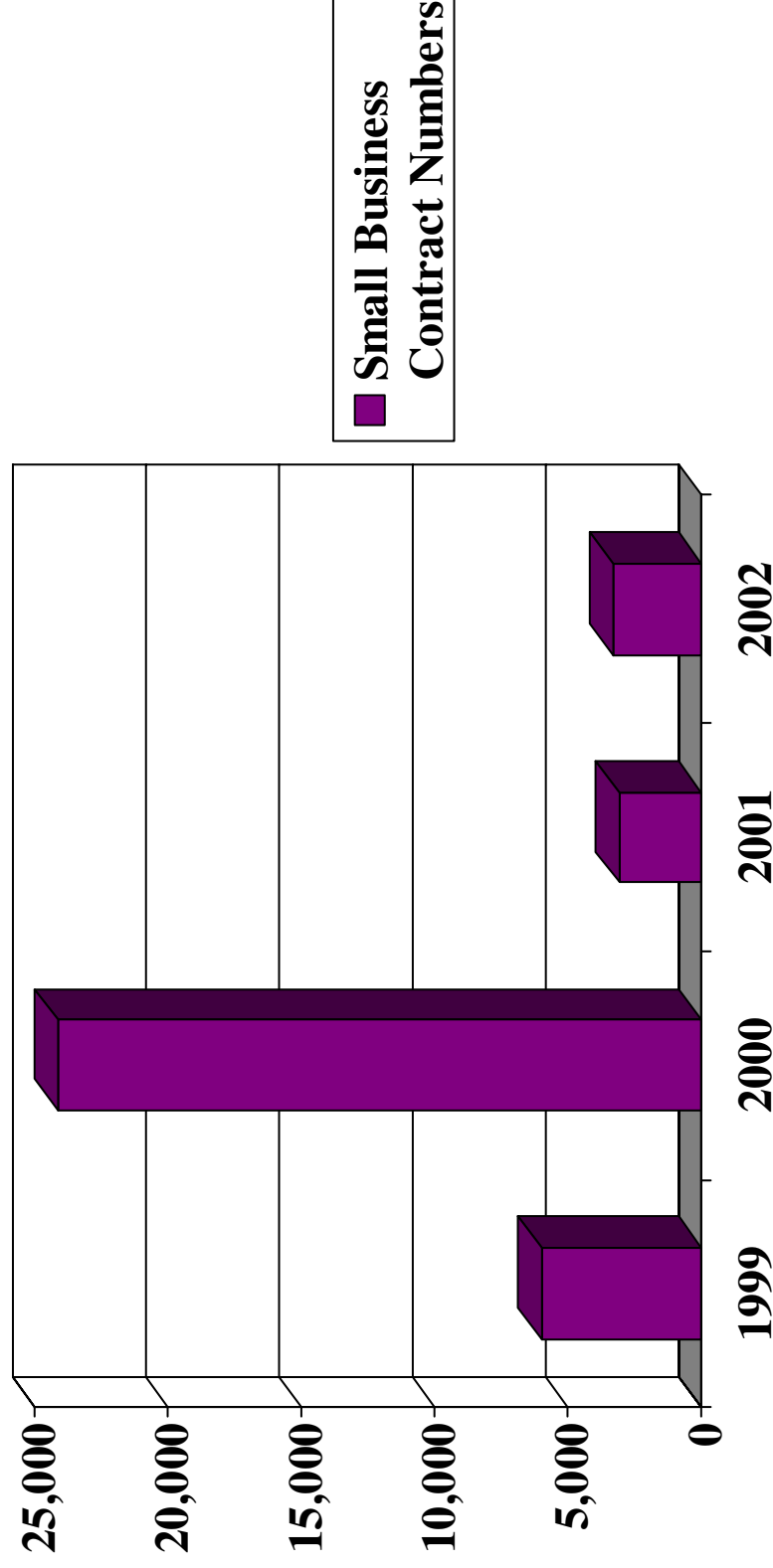
# U.S. Department of Agriculture

Number of Contracts to Small Businesses



# U.S. Department of Agriculture

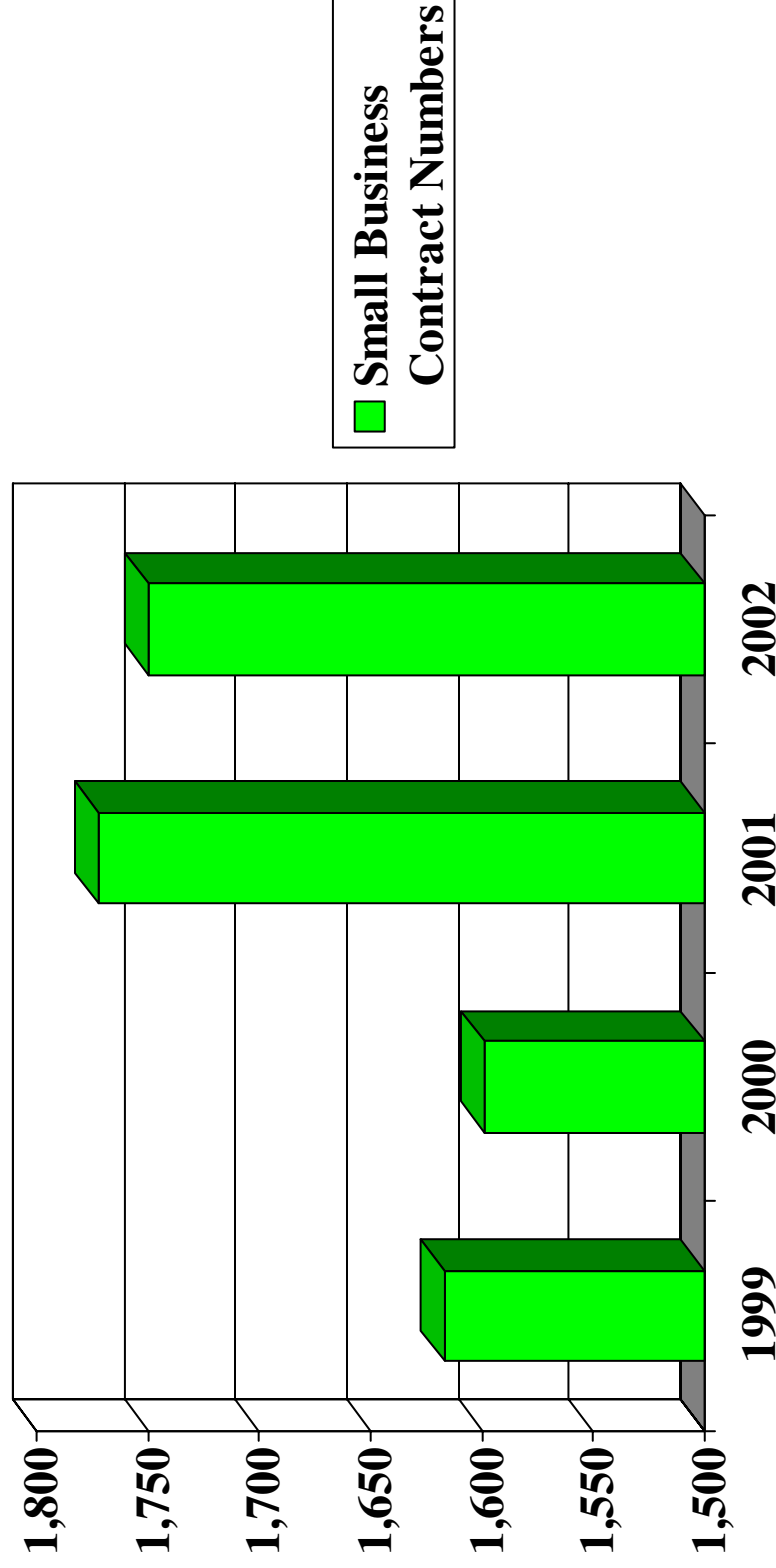
## Number of Contracts to Small Disadvantaged Businesses





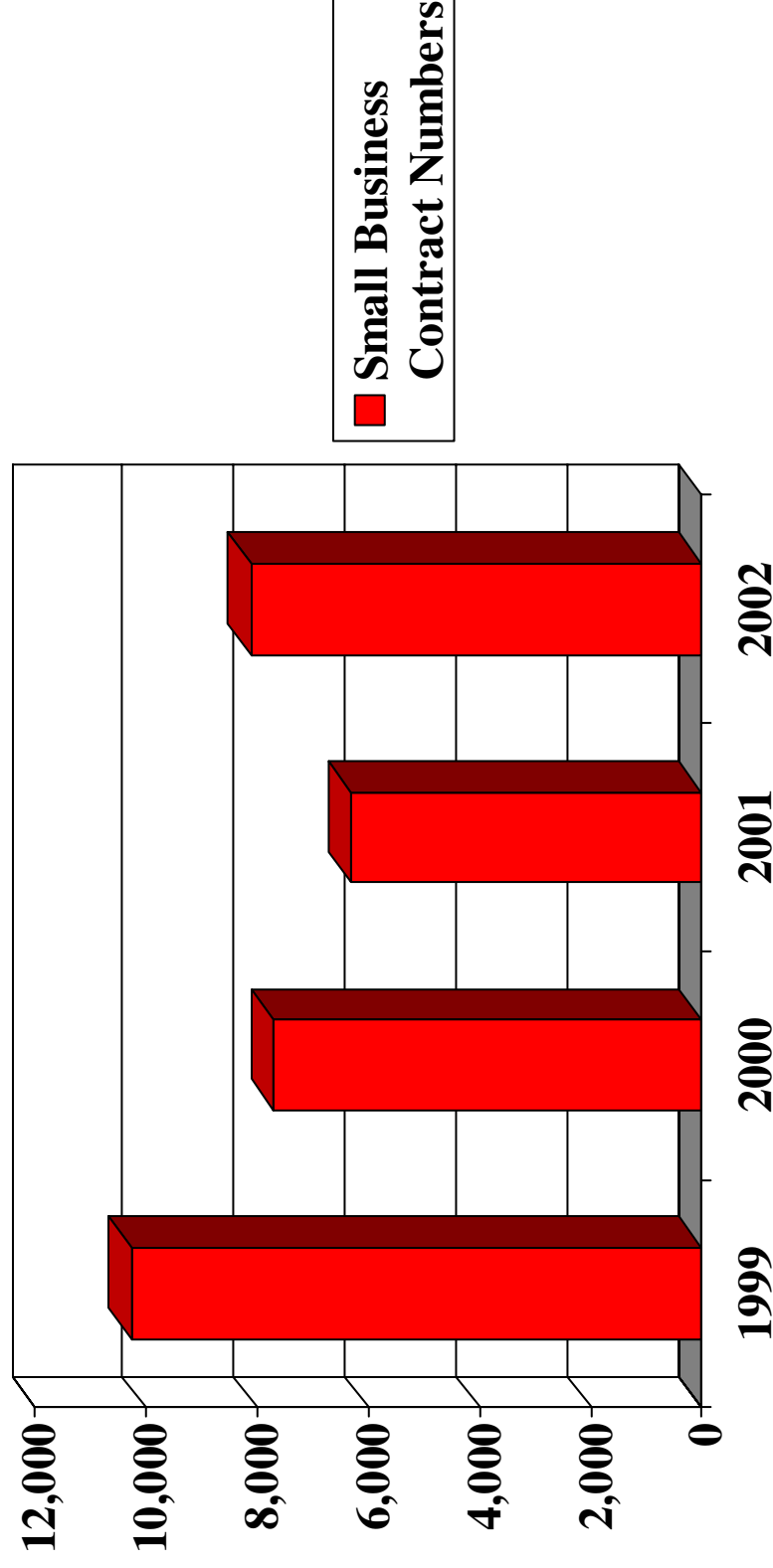
# U.S. Department of Agriculture

Number of Contracts to 8(a) Firms



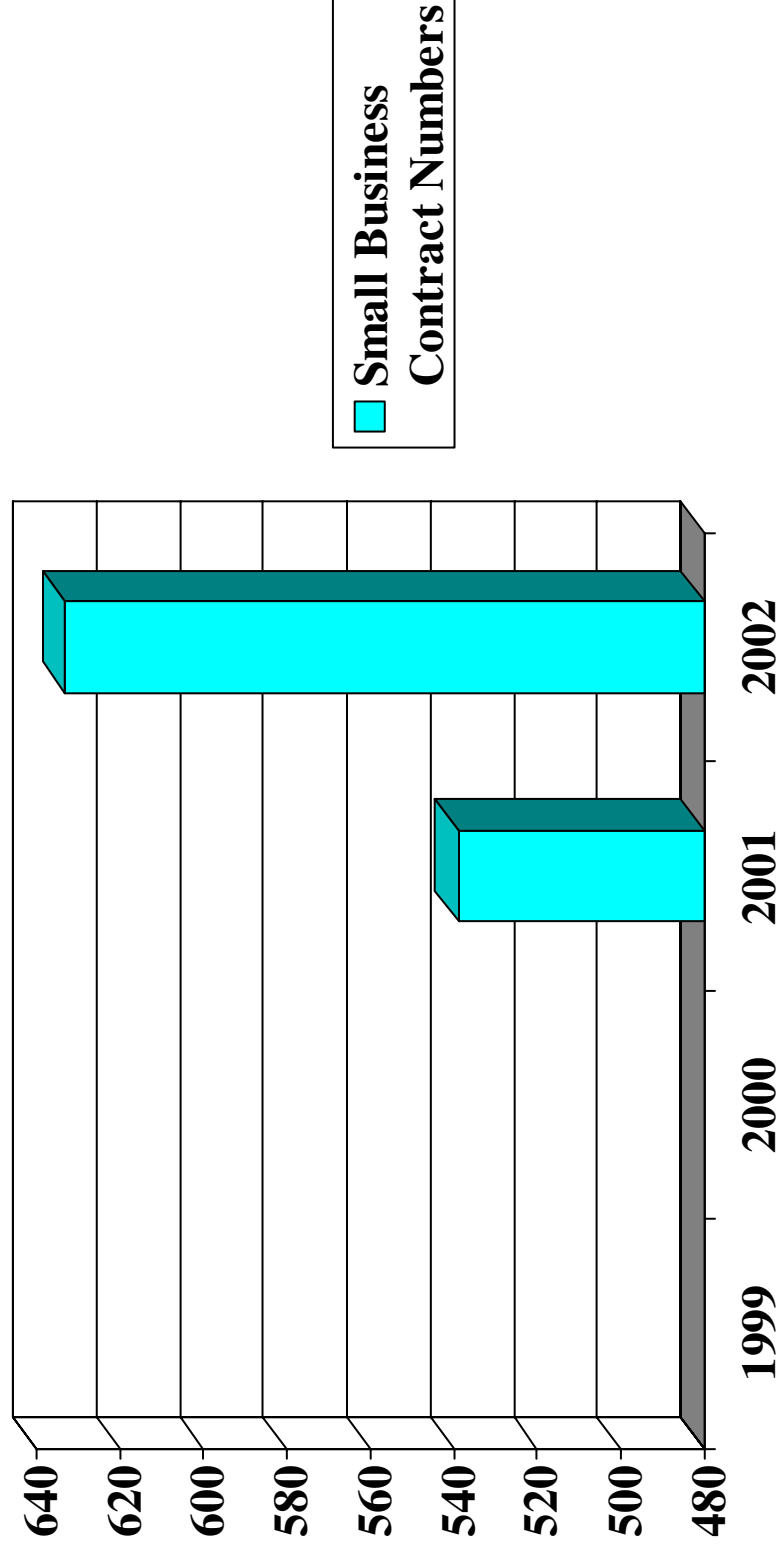
# U.S. Department of Agriculture

Number of Contracts to Women-Owned Businesses



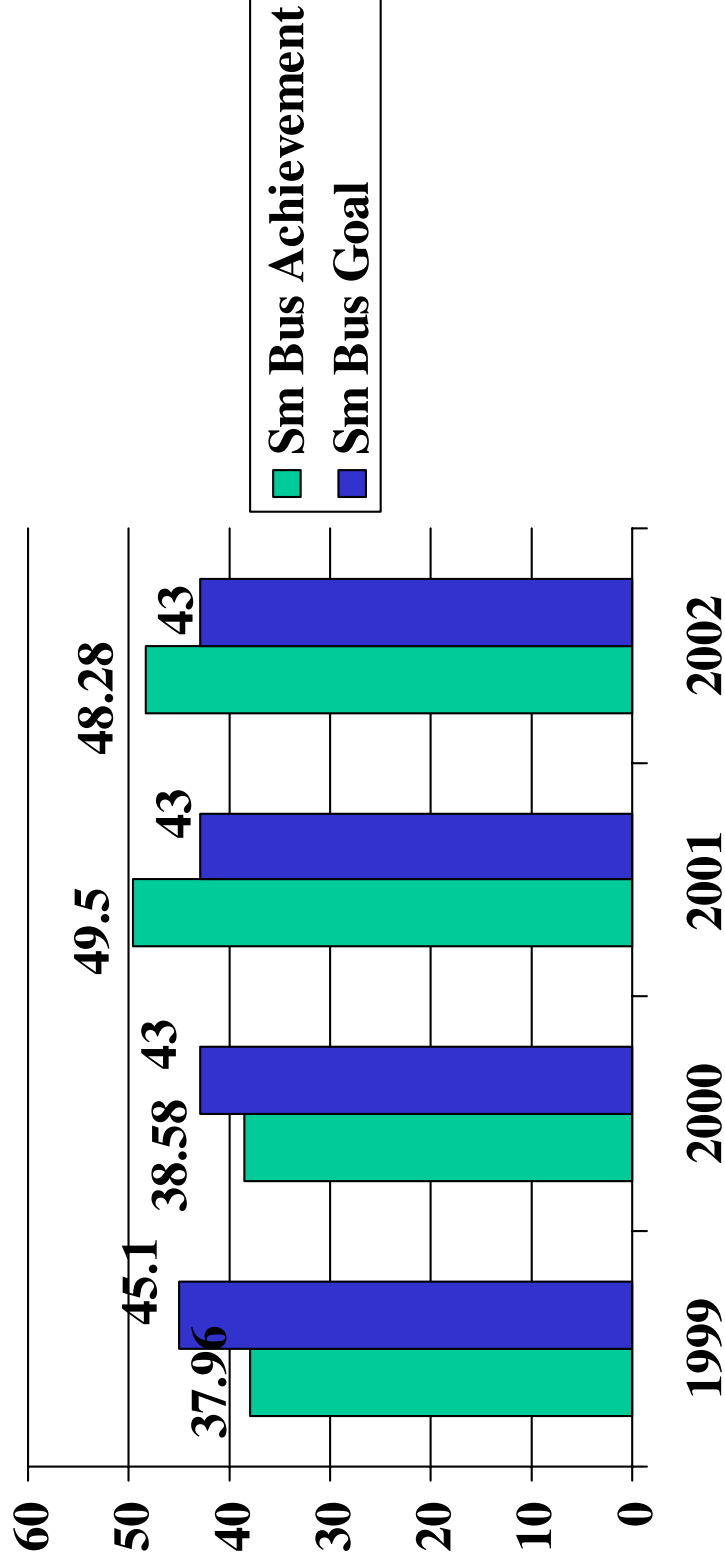
# U.S. Department of Agriculture

Number of Contracts to HUBZone Businesses



# Department of Agriculture

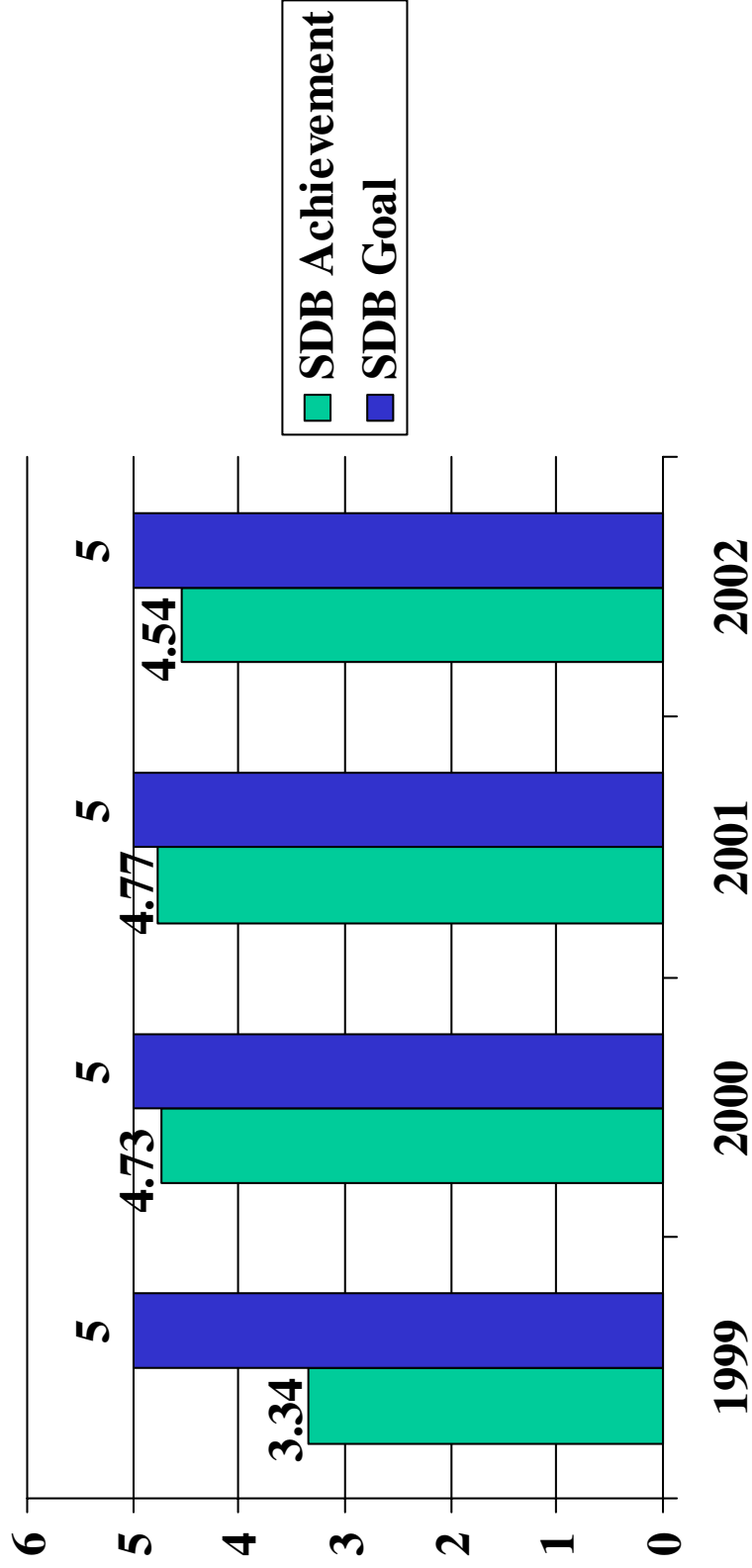
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of Agriculture

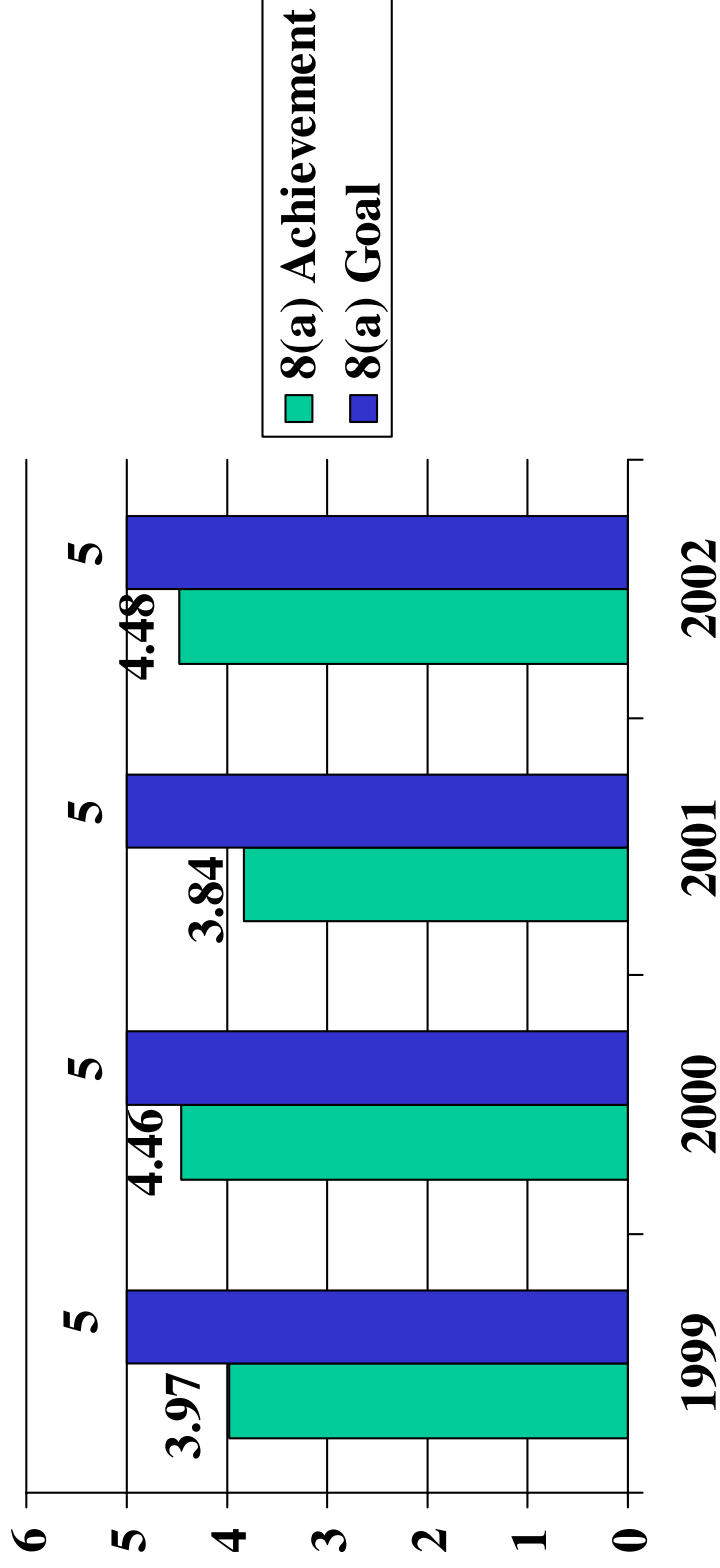
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of Agriculture

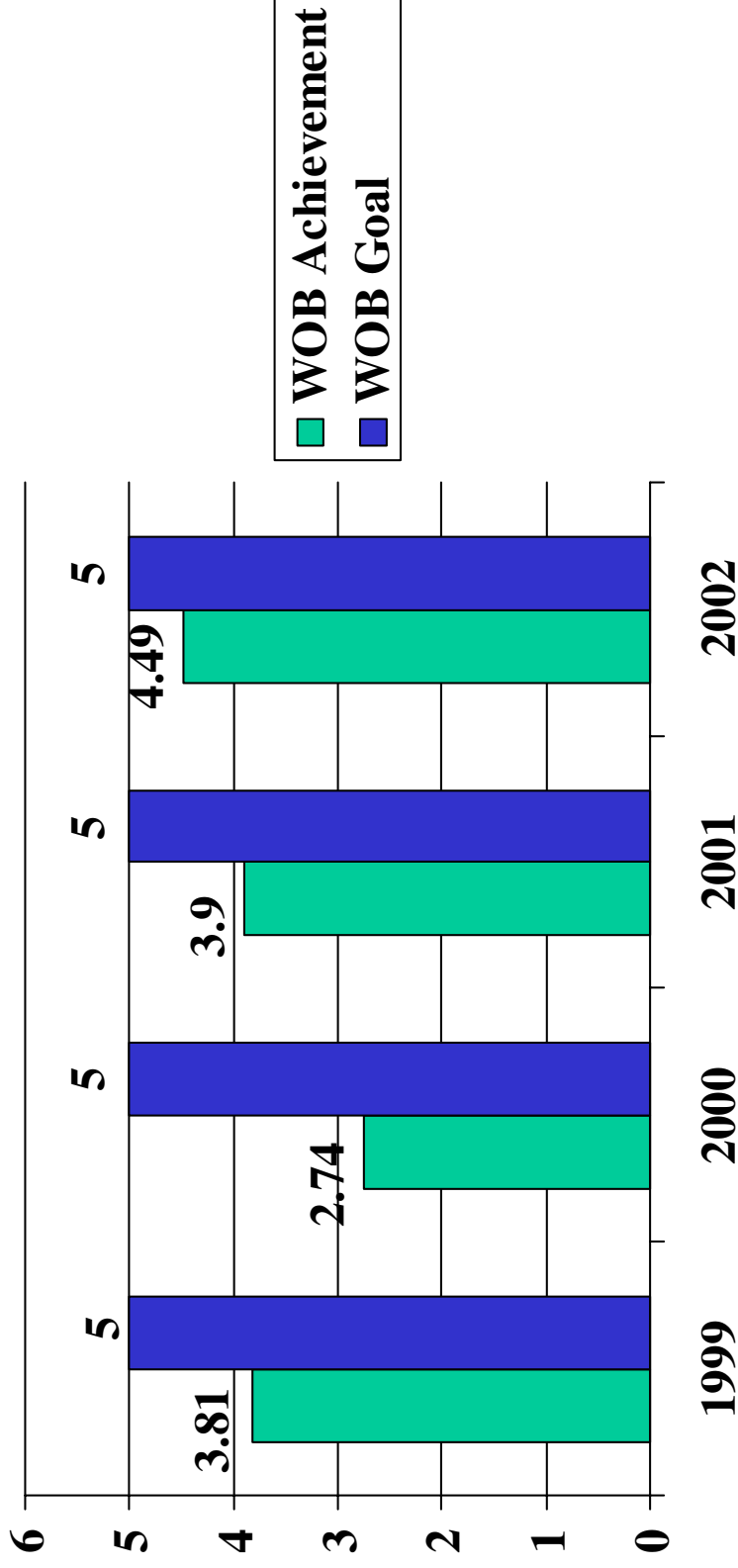
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of Agriculture

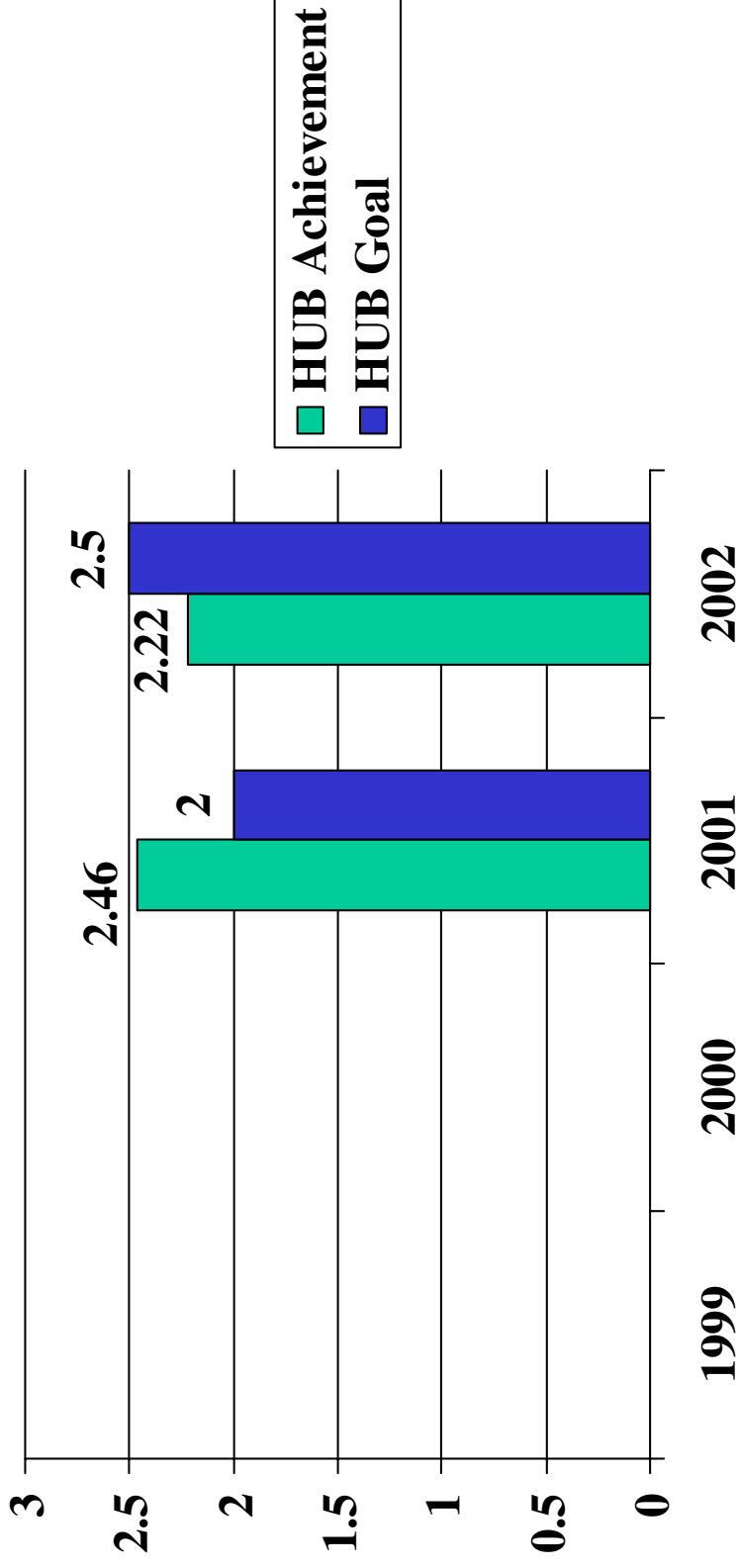
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of Agriculture

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZoneSmall Business Concerns relative to total procurements for the respective years.



## **Department of the Treasury**

### **Procurement Dollar Analysis**

The Department of the Treasury (Treasury) had a decrease in procurement activity from 1995 to 1997 as follows: 1995 - \$1.42 billion, 1996 - \$1.38 billion, and 1997 - \$1.26 billion. Procurement activity increased to \$1.78 billion in 1998 and to \$2.17 billion in 1999. In 2000, Treasury showed an increase to \$2.86 billion. Treasury showed a decrease in 2001 to \$2.49 billion. In 2002, Treasury had \$3.02 billion in contracting volume.

### **Numbers of Contracts**

#### **Small Business**

The number of contract actions with small businesses by Treasury increased from 22,261 in 1999, to 22,436 in 2000, and 22,847 in 2001. In 2002, Treasury had 22,511 contract actions with small firms.

#### **Small Disadvantaged Business**

The number of Treasury contract actions with small disadvantaged businesses decreased from 1,581 in 1999, to 1,328 in 2000, and to 1,299 in 2001. In 2002, Treasury had 1,404 contract actions with small disadvantaged businesses.

#### **8(a) Program**

The number of contract actions with 8(a) firms by Treasury decreased from 675 in 1999 to 408 in 2000. Treasury had 795 contract actions with 8(a) companies in 2001. In 2002, Treasury had 728 contract actions with 8(a) firms.

#### **Women-Owned Business**

The number of contract actions with women-owned businesses by Treasury increased from 2,125 in 1999, to 2,229 in 2000, and 2,673 in 2001. In 2002, Treasury had 2,418 contract actions with women-owned firms.

#### **HUBZone Small Business Concerns**

Treasury had 233 contract actions with HUBZone companies in 2001. In 2002, Treasury had 199 contract actions with HUBZone firms.

## Goal Achievement

### Small Business Goal

Treasury exceeded its goal for doing business with small businesses from 1999 through 2001. Based on figures for 2002, Treasury did not reach its small business goal. Treasury achieved 27.66 percent, however its goal was 28 percent. As Treasury accomplished 98.8 percent of its goal, the grade would normally be an “A.”

	1999	2000	2001	2002
SB Goal	23	25	25	28
SB Achievement	35.67	32.14	34.79	27.66

Based on the first three years of this study, the average achievement was 34.2 percent. The average goal over the same period was 24.33 percent. As Treasury set an unreasonably low goal, the letter grade would normally be dropped to a “B.” However, as Treasury has set an unreasonably low goal for the past two years, Treasury will be downgraded to a “C.” Further, as Treasury has set an unreasonably low goal for the past three years, Treasury will be downgraded again to a “D.” For fiscal year 2003, Treasury has a small business goal of 28 percent.

### Small Disadvantaged Business Goal

Treasury exceeded its goal for doing business with small disadvantaged businesses from 1999 through 2001. Based on figures for 2002, Treasury again surpassed its small disadvantaged business goal. Treasury achieved 5.78 percent versus a 4 percent goal. Normally the grade would be an “A.”

	1999	2000	2001	2002
SDB Goal	2.3	2.3	2.3	4
SDB Achievement	7.84	7.1	5.36	5.78

Based on the first three years of this study, the average achievement was 6.77 percent. The average goal over the same period was 2.3 percent. As Treasury set an unreasonably low goal, the letter grade will be dropped to a “B.” Further, as the SDB goal of 4 percent is lower than the mandated goal of 5 percent, the letter grade will be dropped to a “C.” As Treasury has set a goal below the statutory goal for the past two years, Treasury will be downgraded to a “D.” Further, as Treasury has set an unreasonably low goal for the past three years, Treasury will be downgraded again to an “F.” For fiscal year 2003, Treasury has a goal of 4 percent.

### 8(a) Program Goal

Treasury exceeded its 8(a) Program goal in 1999 and 2001, but did not achieve its goal in 2000. Based on figures for 2002, Treasury exceeded its goal. Treasury achieved 6.44 percent versus a 4 percent goal. As Treasury exceeded its goal, the grade would normally be an “A.”

	1999	2000	2001	2002
8(a) Goal	5	5	5	4
8(a) Achievement	7.92	3.88	7.19	6.44

Based on the first three years of this study, the average achievement was 6.33 percent. The average goal over the same period was 5 percent. Therefore, the letter grade will be dropped to a “B,” as Treasury established an unreasonably low goal for 2002. Treasury has an 8(a) Program goal for fiscal year 2003 of 4 percent.

### Women-Owned Business Goal

Treasury did not achieve its women-owned business goal in 1999, but exceeded its goal in 2000 and 2001. Based on figures for 2002, Treasury again surpassed its goal with an achievement of 6.12 percent against its 5 percent goal. Therefore, the grade will be an “A.” For fiscal year 2003, Treasury has a women-owned business goal of 5 percent.

### HUBZone Small Business Concern Goal

Treasury did not achieve its HUBZone goal in 2001. Based on figures for 2002, Treasury again did not achieve its goal. Treasury achieved 1.21 percent, while its goal was 2.5 percent. As Treasury achieved 48.4 percent of its goal, the grade will be an “F.” Treasury has a HUBZone business goal of 3 percent for fiscal year 2003.

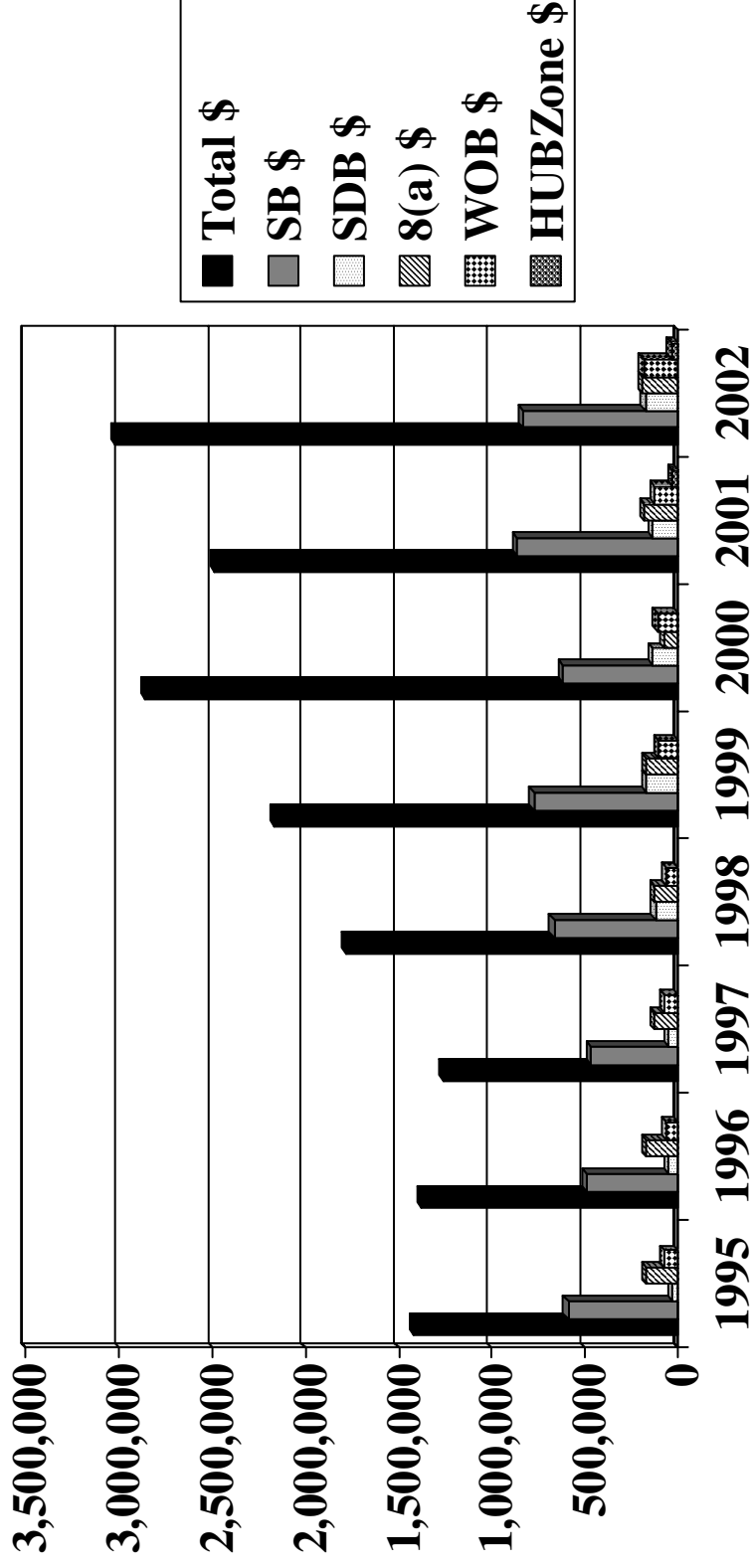
### Overall Grade

Small Business Goal	D 1 point
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	B 3 points
Women-Owned Business Goal	A 4 points
HUBZone Goal	F 0 points
Average Grade	D 1.6 points

With a “D” in the Small Business Goal, an “F” in the Small Disadvantaged Business Goal, a “B” in the 8(a) Program goal, an “A” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of the Treasury has an overall point total of 1.6 points, for a grade of “D.”

# Department of the Treasury

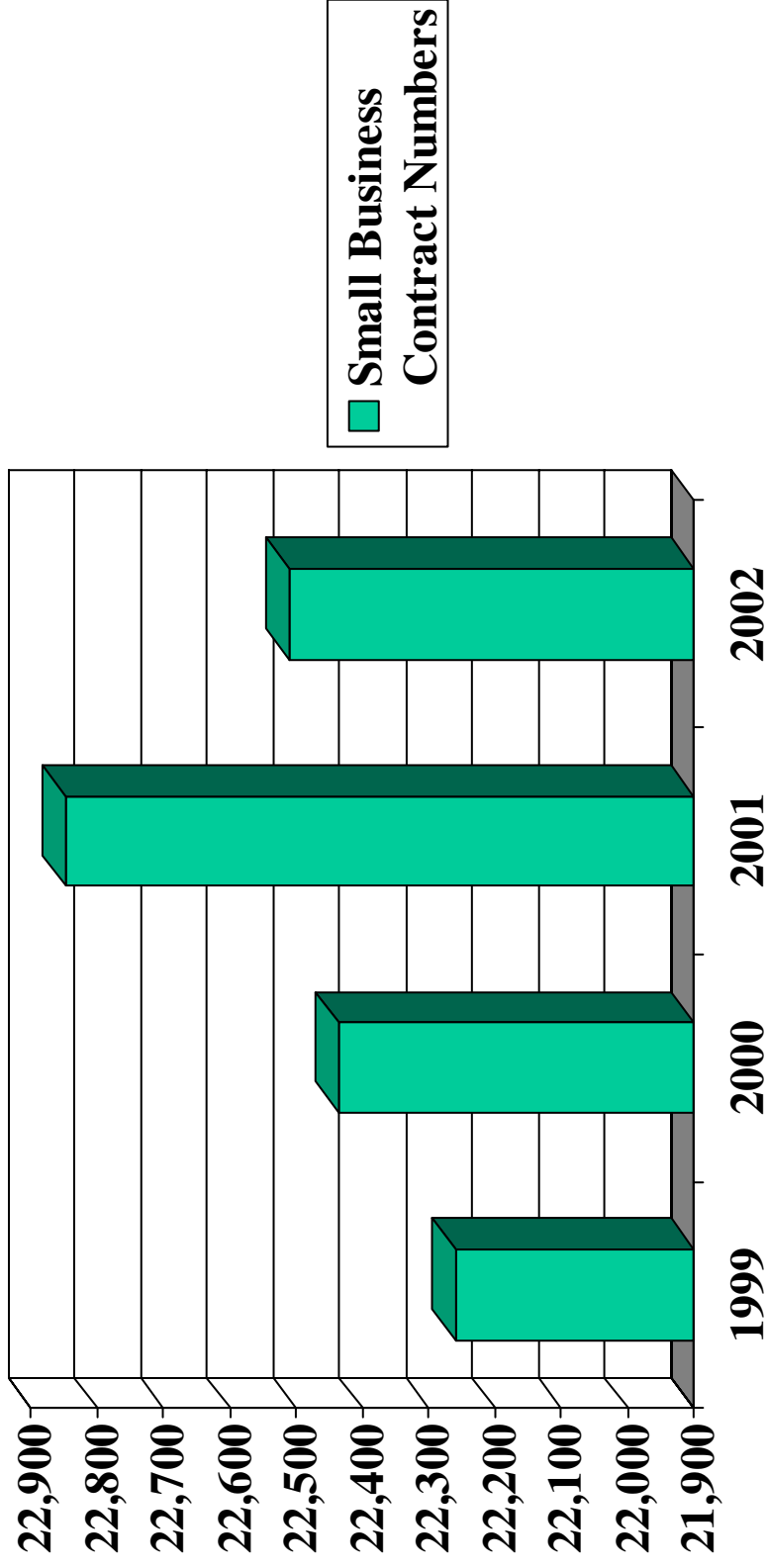
## Procurement Dollars



Dollars are expressed in millions.

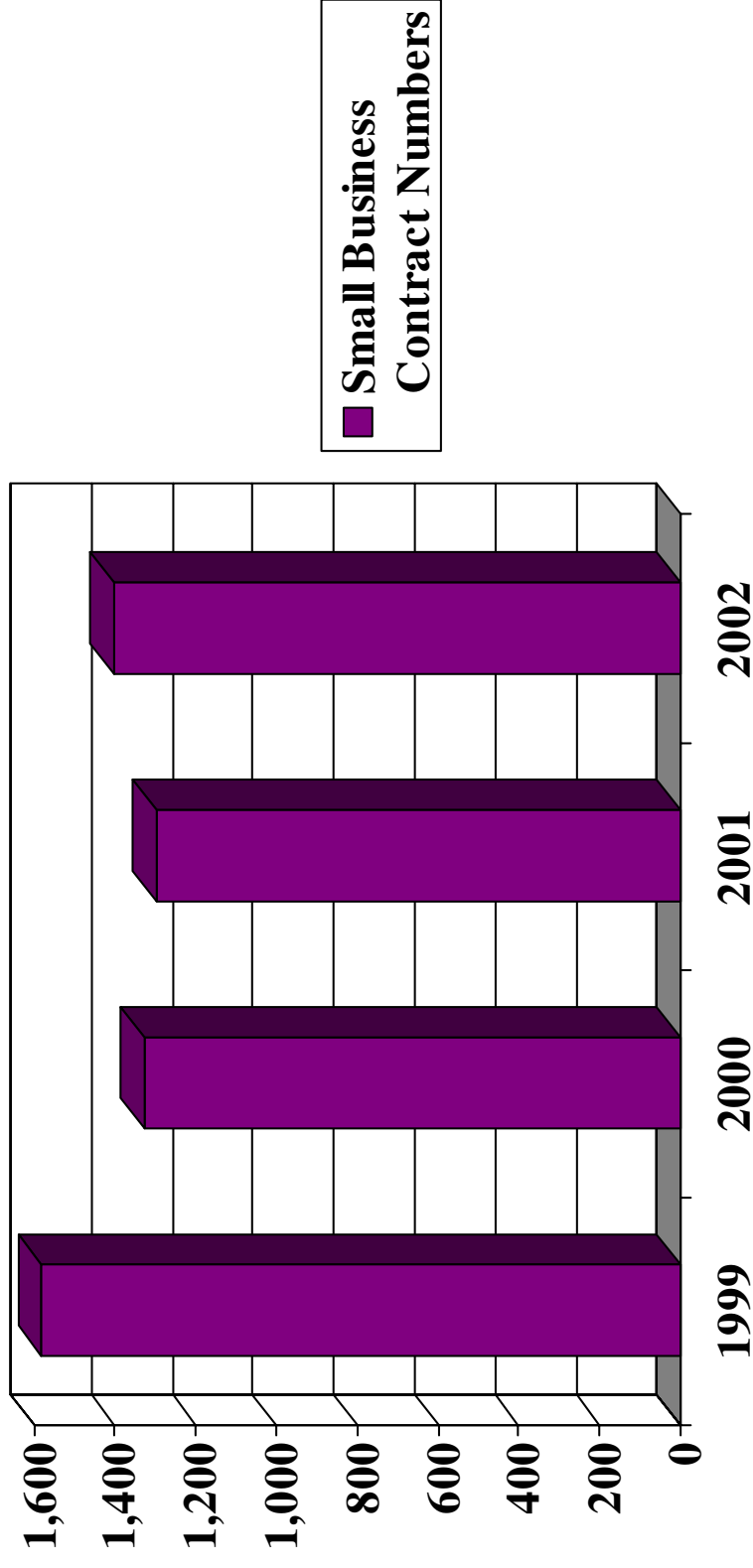
# U.S. Department of the Treasury

Number of Contracts to Small Businesses



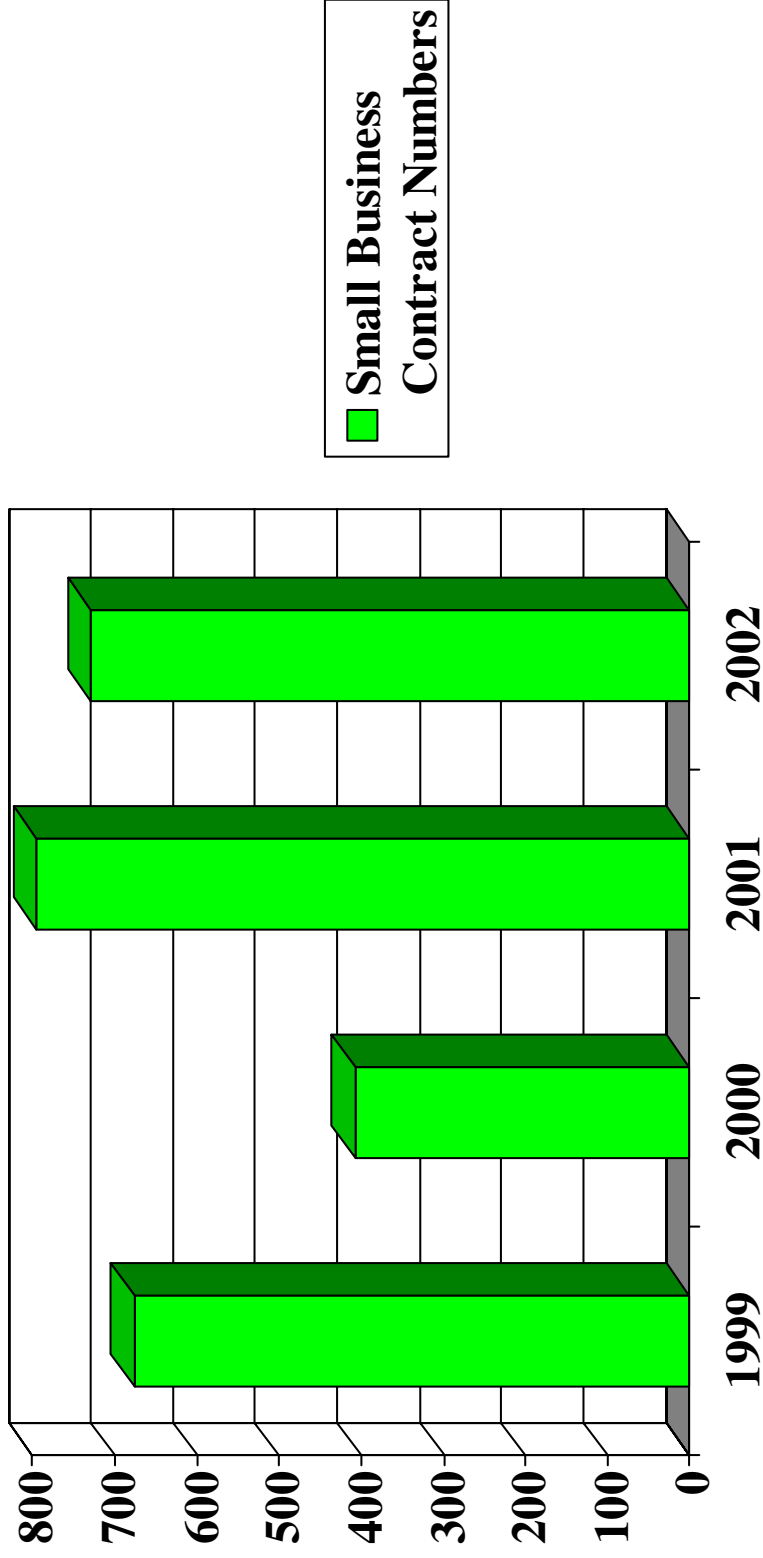
# U.S. Department of the Treasury

## Number of Contracts to Small Disadvantaged Businesses



# U.S. Department of the Treasury

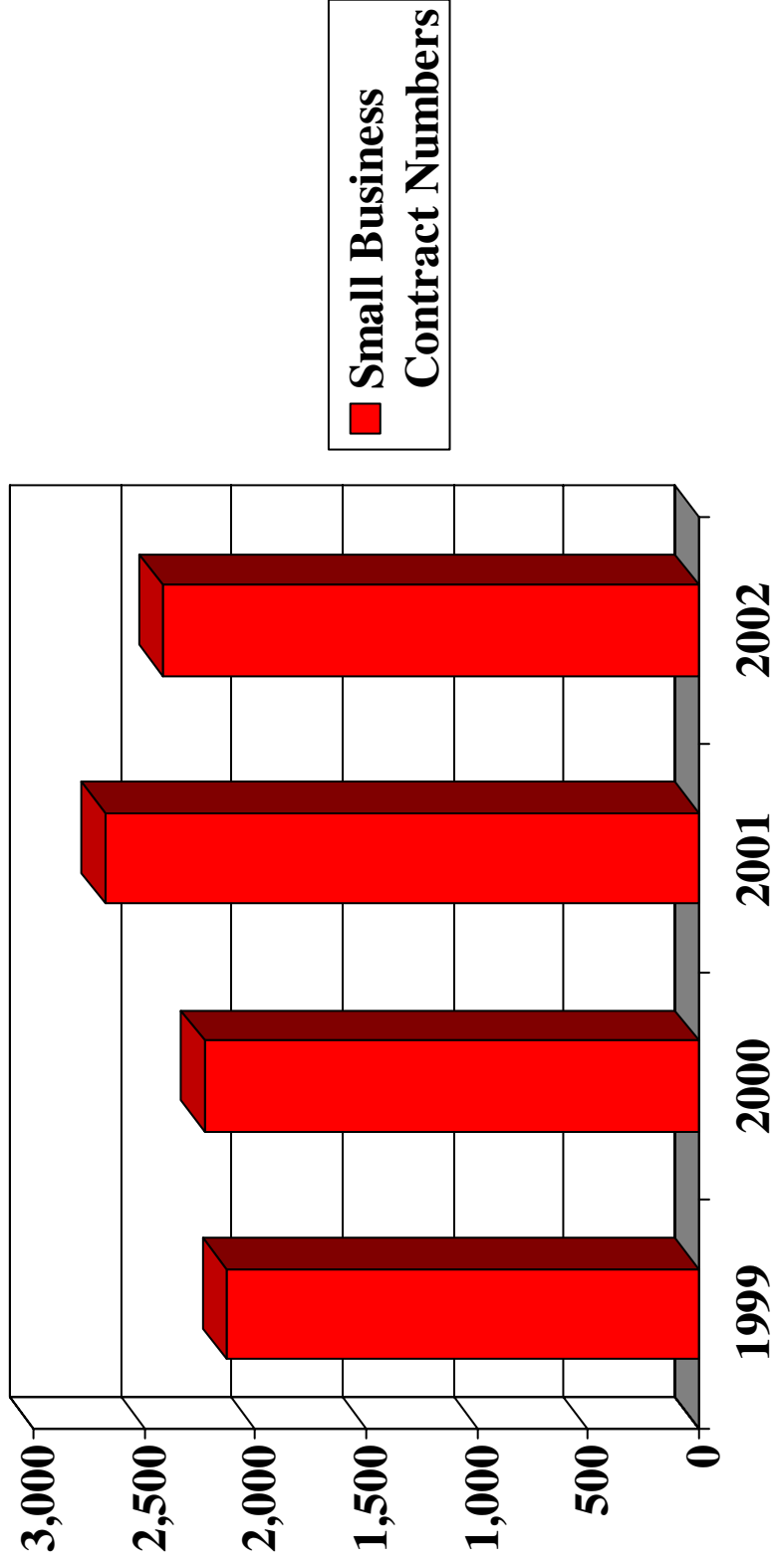
Number of Contracts to 8(a) Firms





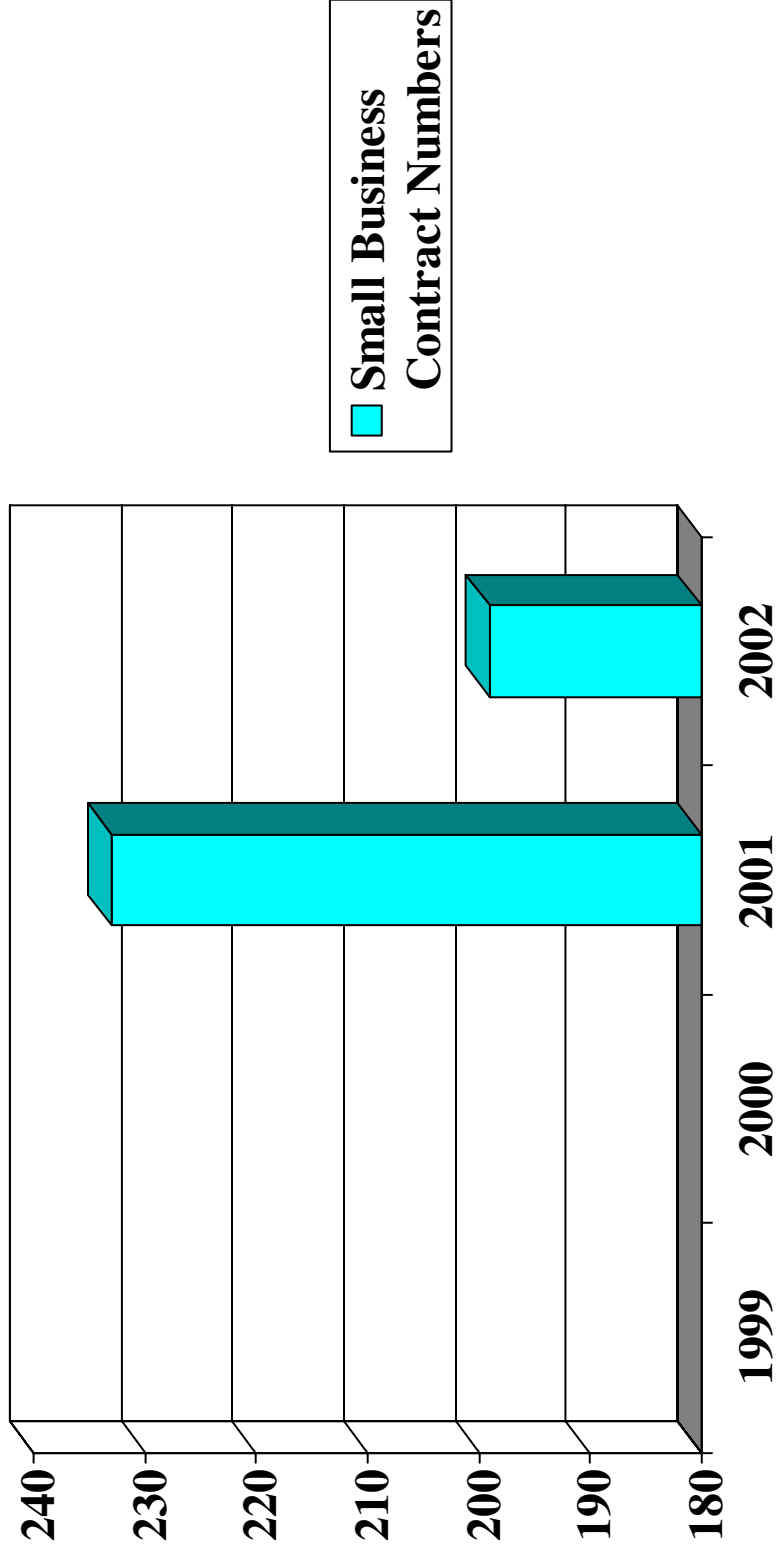
# U.S. Department of the Treasury

Number of Contracts to Women-Owned Businesses



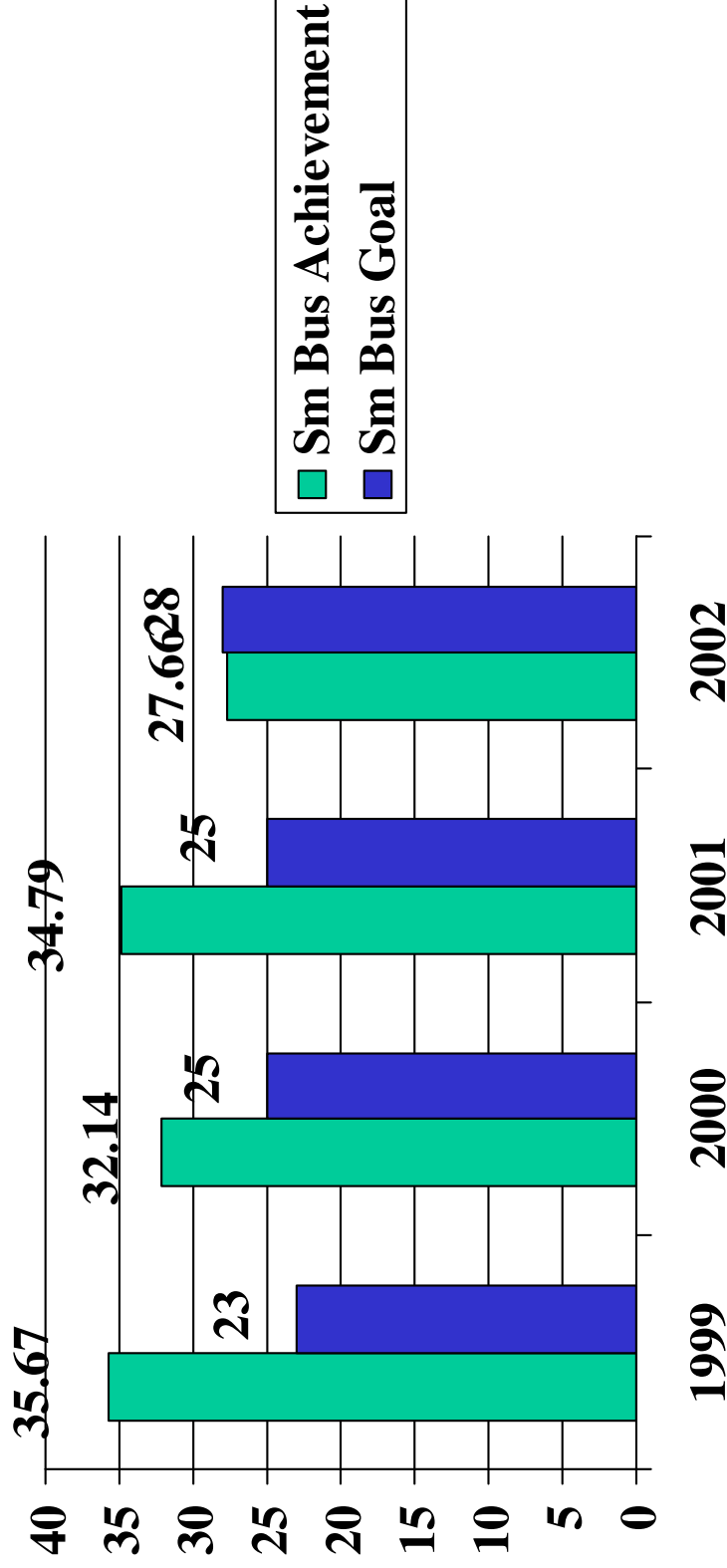
# U.S. Department of the Treasury

Number of Contracts to HUBZone Businesses



# Department of the Treasury

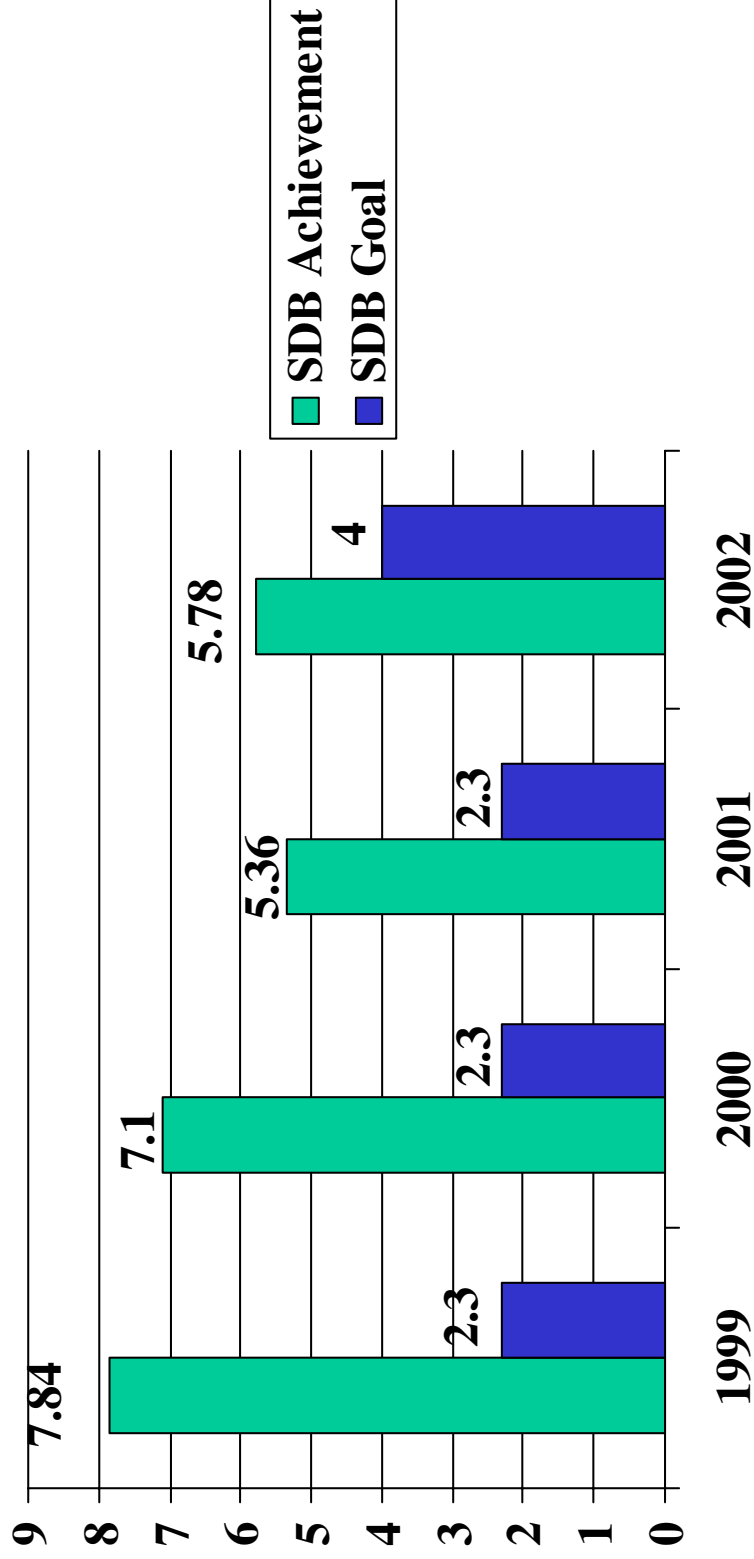
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of the Treasury

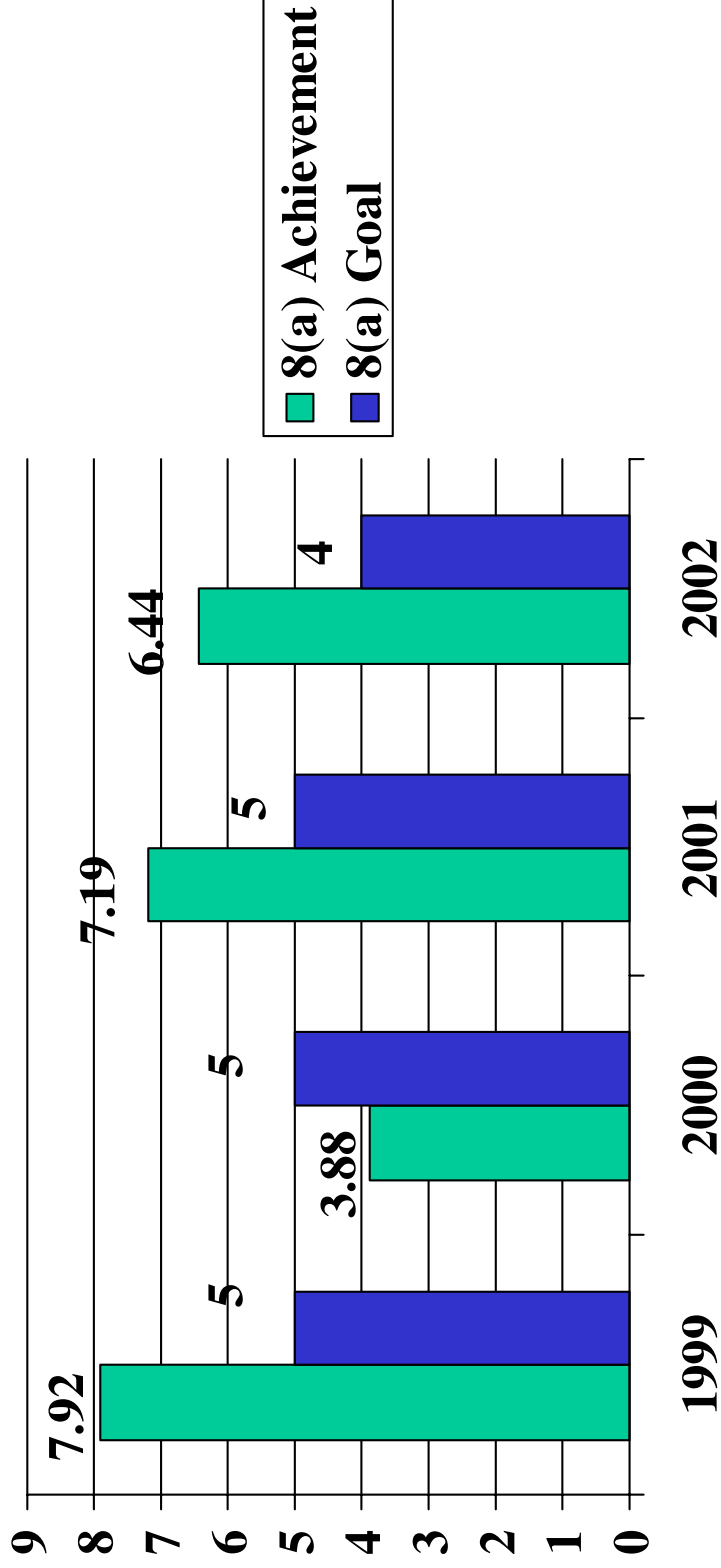
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of the Treasury

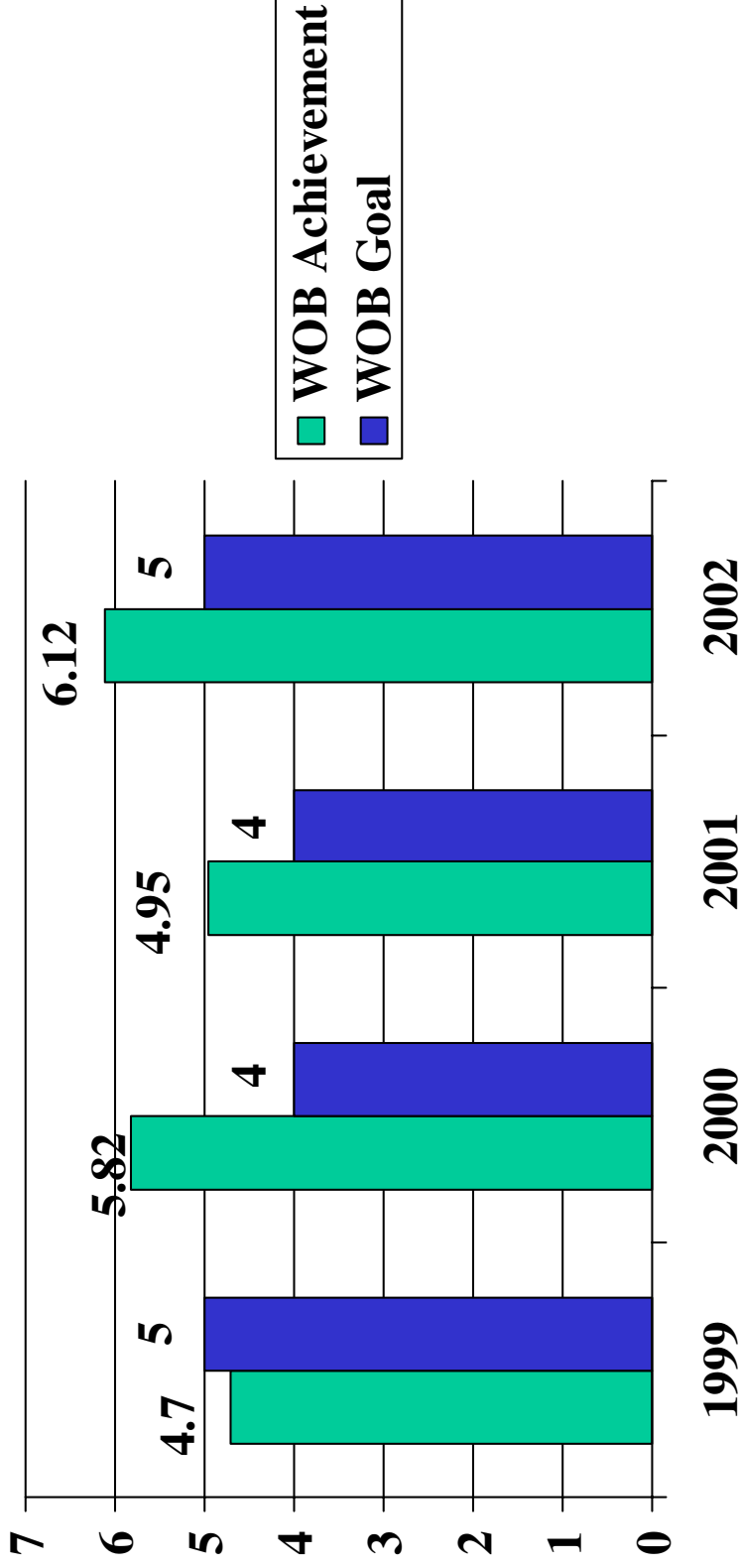
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of the Treasury

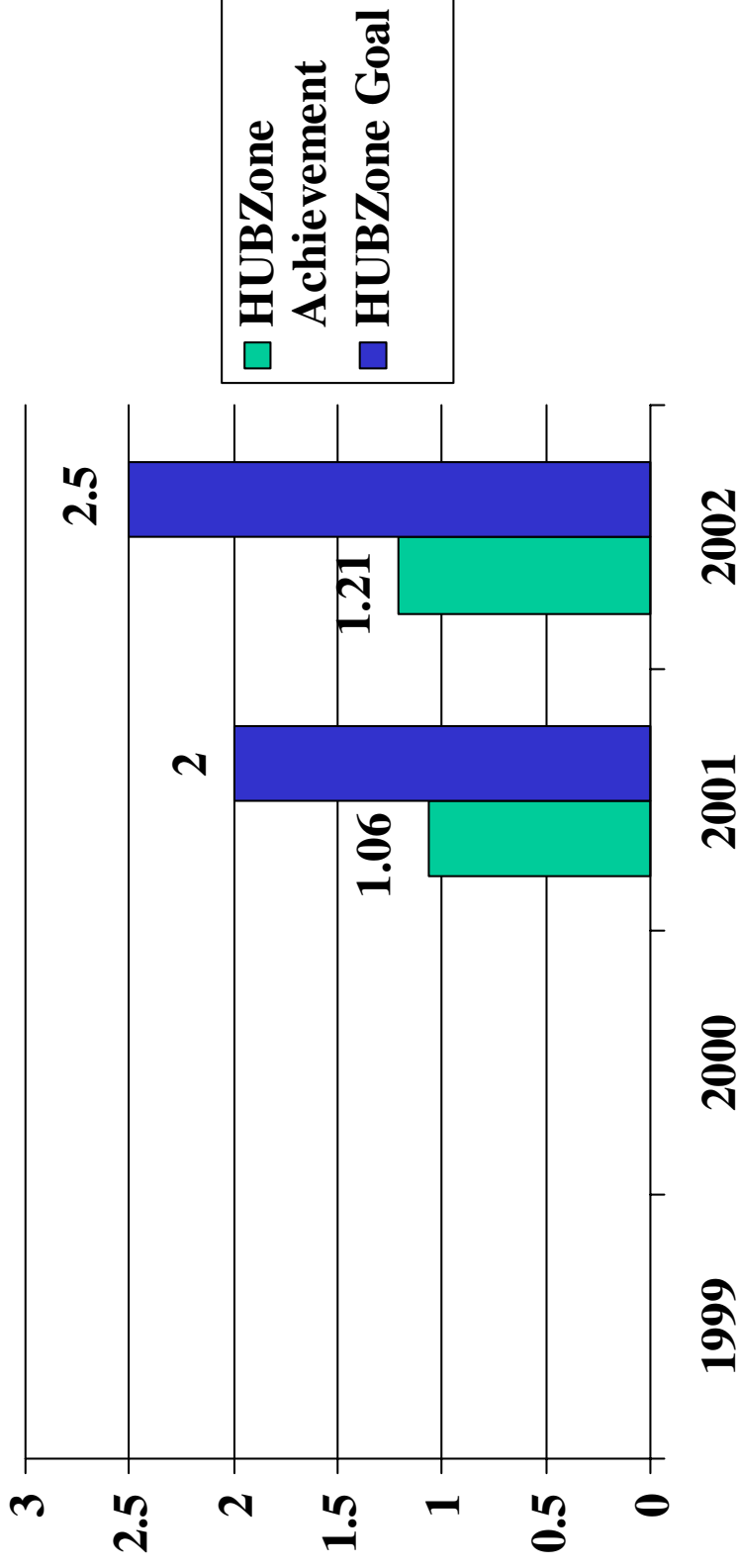
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of the Treasury

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Department of the Interior**

### **Procurement Dollar Analysis**

Procurement activity for the Department of the Interior (Interior) decreased from \$2 billion in 1995 to \$1.2 billion in 1996. An increase occurred in 1997 to \$1.4 billion. This was followed by another increase in 1998 to nearly \$1.5 billion. Figures for 1999 showed a decline to \$1.25 billion. In 2000, Interior showed an increase to \$1.44 billion. Interior, again, had an increase in procurement volume in 2001 to \$2.15 billion. In 2002, Interior showed another increase in contracting dollars to \$2.4 billion.

### **Numbers of Contracts**

#### **Small Business**

The number of contract actions with small businesses by Interior decreased from 93,206 in 1999, to 41,671 in 2000, to 27,194 in 2001. In 2002, Interior had 30,954 contract actions with small firms, nearly one-third the 1999 level.

#### **Small Disadvantaged Business**

The number of Interior contract actions with small disadvantaged businesses decreased from 3,907 in 1999, to 2,162 in 2000, and 2,103 in 2001. In 2002, Interior had 1,848 contract actions with small disadvantaged businesses, nearly half the 1999 amount.

#### **8(a) Program**

The number of contract actions with 8(a) firms by Interior decreased from 1,407 in 1999 to 1,249 in 2000. The number of actions increased in 2001 to 1,444. In 2002, Interior had 1,795 contract actions with 8(a) companies.

#### **Women-Owned Business**

The number of contract actions with women-owned businesses by Interior decreased from 4,138 in 1999, to 2,096 in 2000, and 1,941 in 2001. In 2002, Interior had 2,569 contract actions with women-owned firms.

#### **HUBZone Small Business Concerns**

Interior had 620 contract actions with HUBZone companies in 2001. In 2002, Interior had 753 contract actions with HUBZone firms.



## **Goal Achievement**

### **Small Business Goal**

Interior did not achieve its small business goal in 1999, but exceeded its goal in 2000 and matched it in 2001. Based on figures for 2002, Interior did not accomplish its small business goal. Interior achieved 50.28 percent, yet its goal was 58 percent. As Interior accomplished 86.7 percent of its goal, the grade will be a "B." Interior's small business goal for fiscal year 2003 is 58 percent.

### **Small Disadvantaged Business Goal**

Interior exceeded its goal for doing business with small disadvantaged businesses from 1999 through 2001. Based on figures for 2002, Interior did not reach its goal. Interior achieved 6.8 percent, while its goal was 7.11 percent. As Interior accomplished 95.6 percent of its goal, the grade will be an "A." Interior has a small disadvantaged business goal for fiscal year 2003 of 7.11 percent.

### **8(a) Program Goal**

Interior exceeded its 8(a) Program goal in 1999, but did not accomplish its goal in 2000 or 2001. Based on figures for 2002, Interior again did not reach its 8(a) Program goal. Interior achieved 7.06 percent, however its goal was 7.11 percent. As Interior achieved 99.3 percent of its goal, the grade will be an "A." Interior has an 8(a) Program goal for fiscal year 2003 of 7.11 percent.

### **Women-Owned Business Goal**

Interior achieved its women-owned business goal in 1999 and 2001, but did not meet its goal in 2000. Based on figures for 2002, Interior did not achieve its goal. Interior achieved 4.97 percent, while its goal was 5 percent. As Interior accomplished 99.4 percent of its goal, the grade will be an "A." Interior has a women-owned business goal for fiscal year 2003 of 5 percent.

### **HUBZone Small Business Concern Goal**

Interior exceeded its HUBZone goal in 2001. Based on figures for 2002, Interior again exceeded its goal. Interior achieved 4.06 percent, while its goal was 2.5 percent. As Interior exceeded its goal, the grade will be an "A." Interior has a HUBZone business goal of 3 percent for fiscal year 2003.

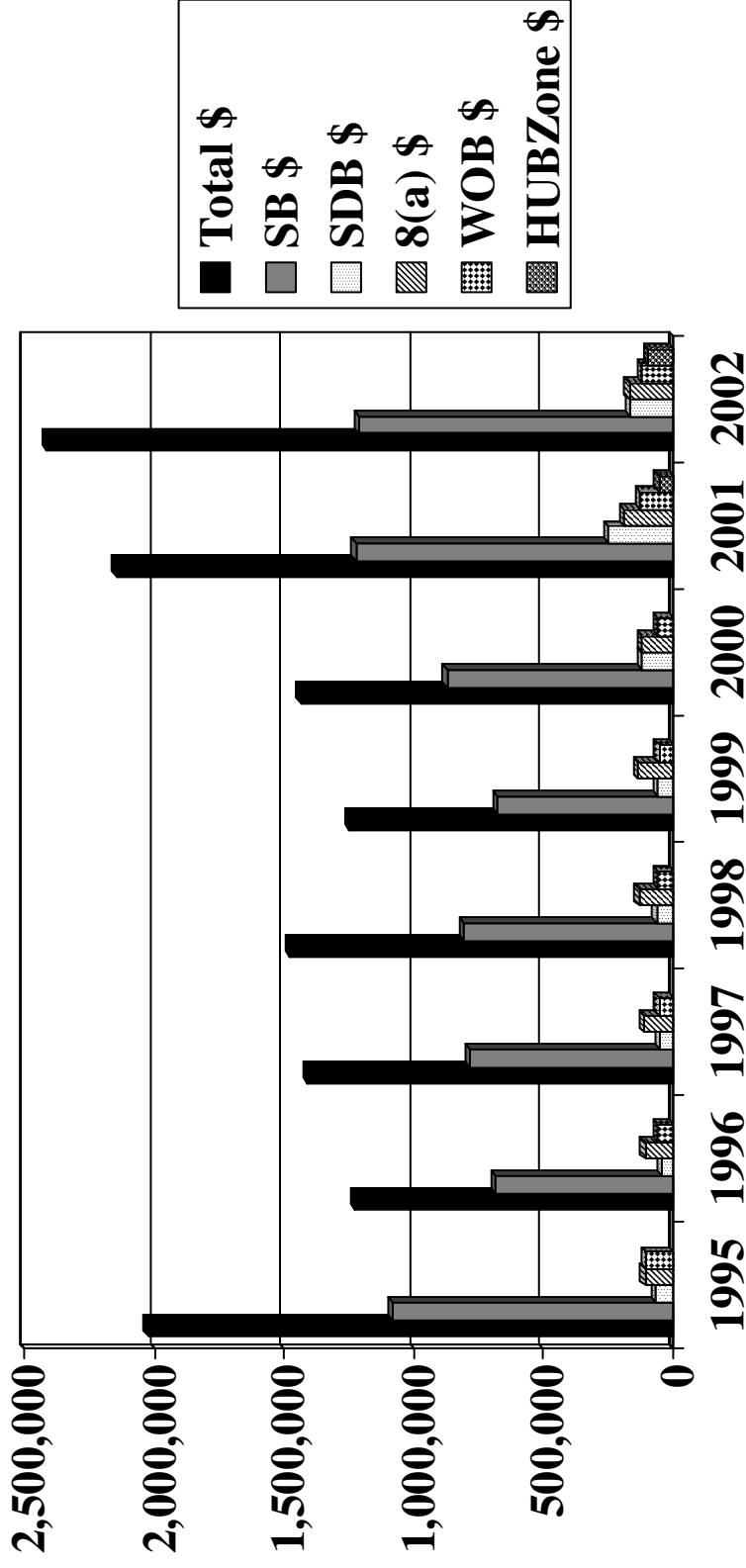
### Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	A 4 points
HUBZone Goal	A 4 points
Average Grade	B 3.8 points

With a “B” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, an “A” in the Women-Owned Business Goal, and an “A” in the HUBZone Goal, with all categories weighed equally, the Department of the Interior has an overall point total of 3.8 points, for a grade of “B.”

# Department of the Interior

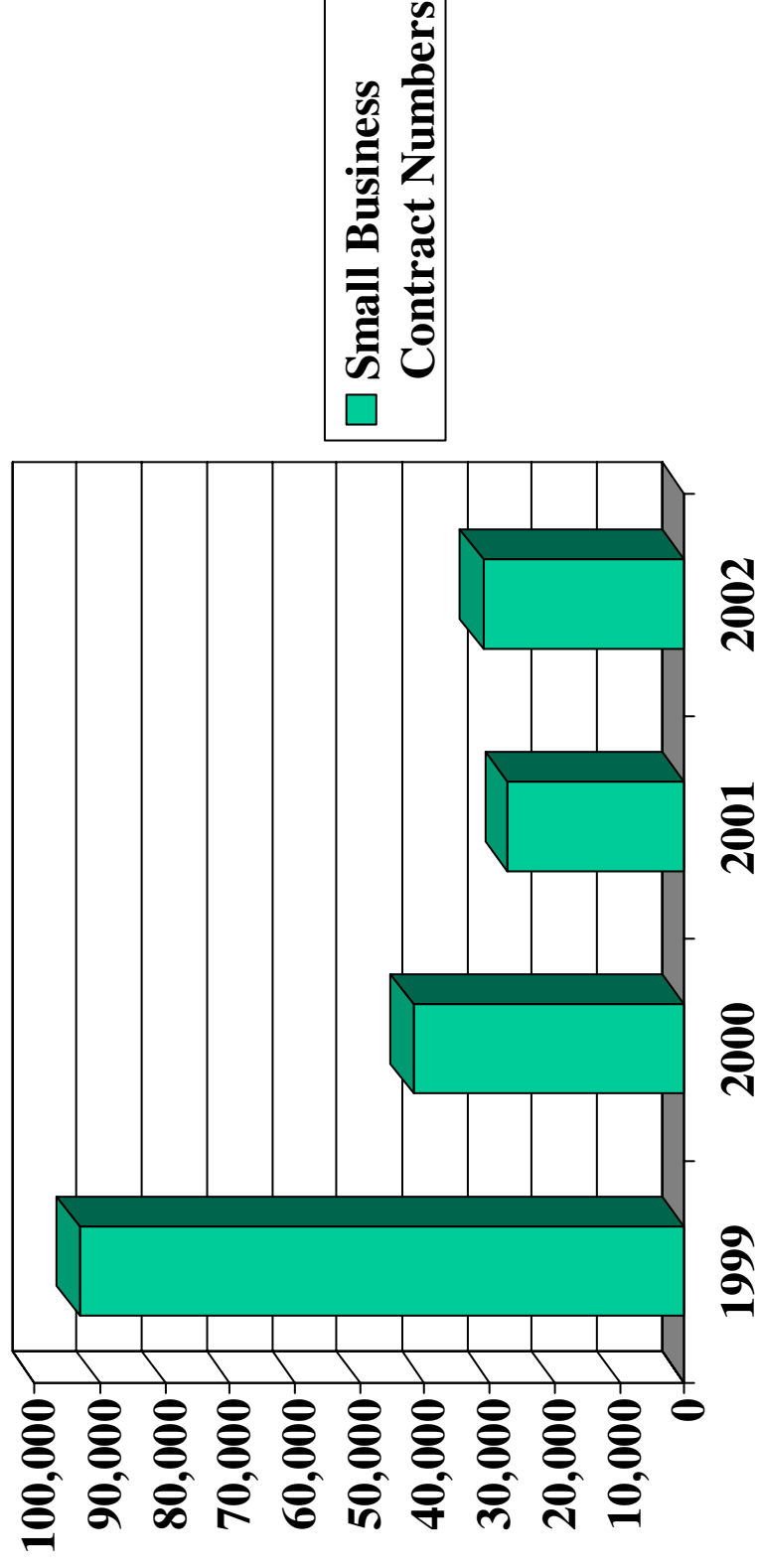
## Procurement Dollars



Dollars are expressed in millions.

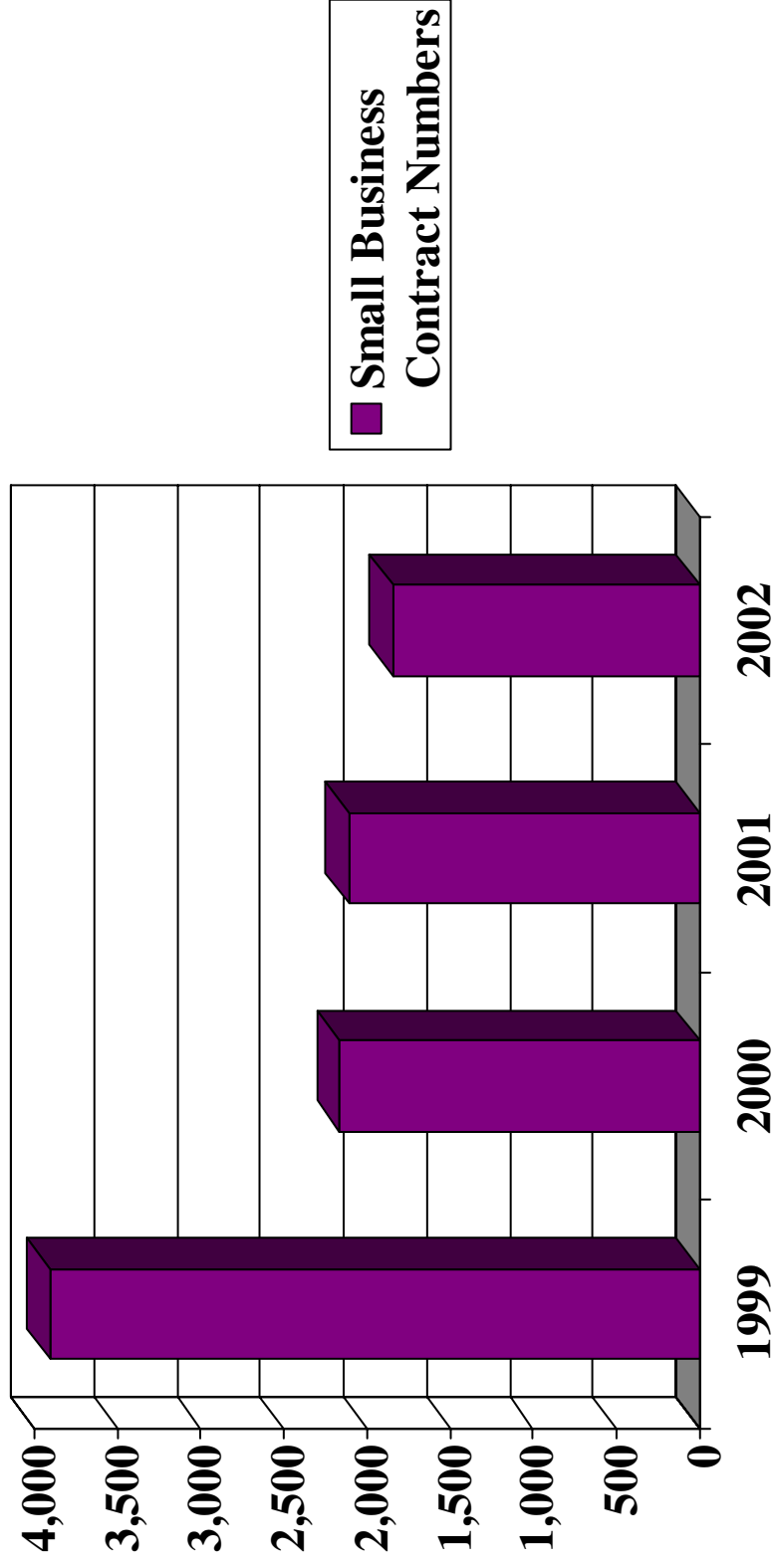
# U.S. Department of the Interior

## Number of Contracts to Small Businesses



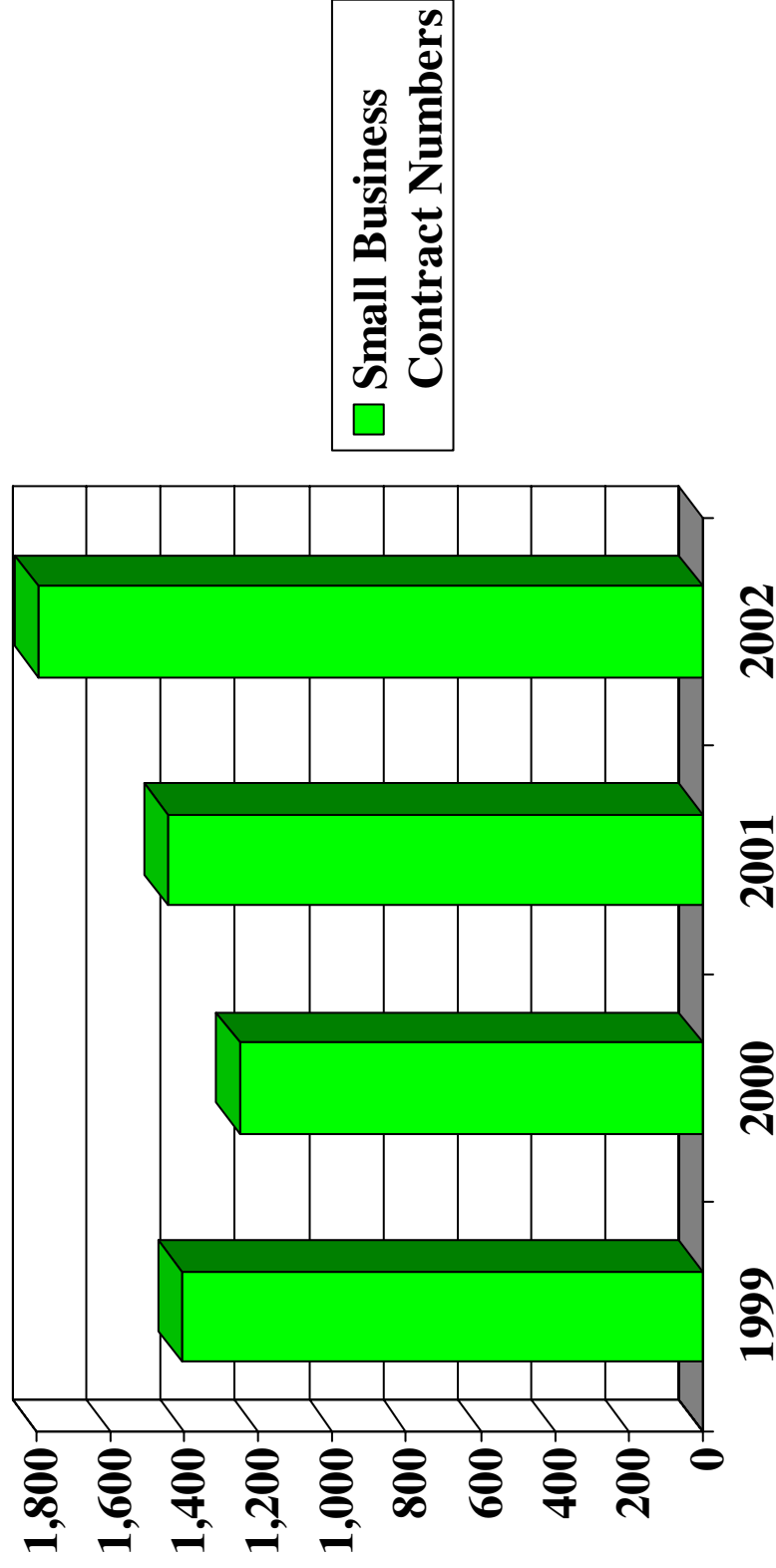
# U.S. Department of the Interior

## Number of Contracts to Small Disadvantaged Businesses



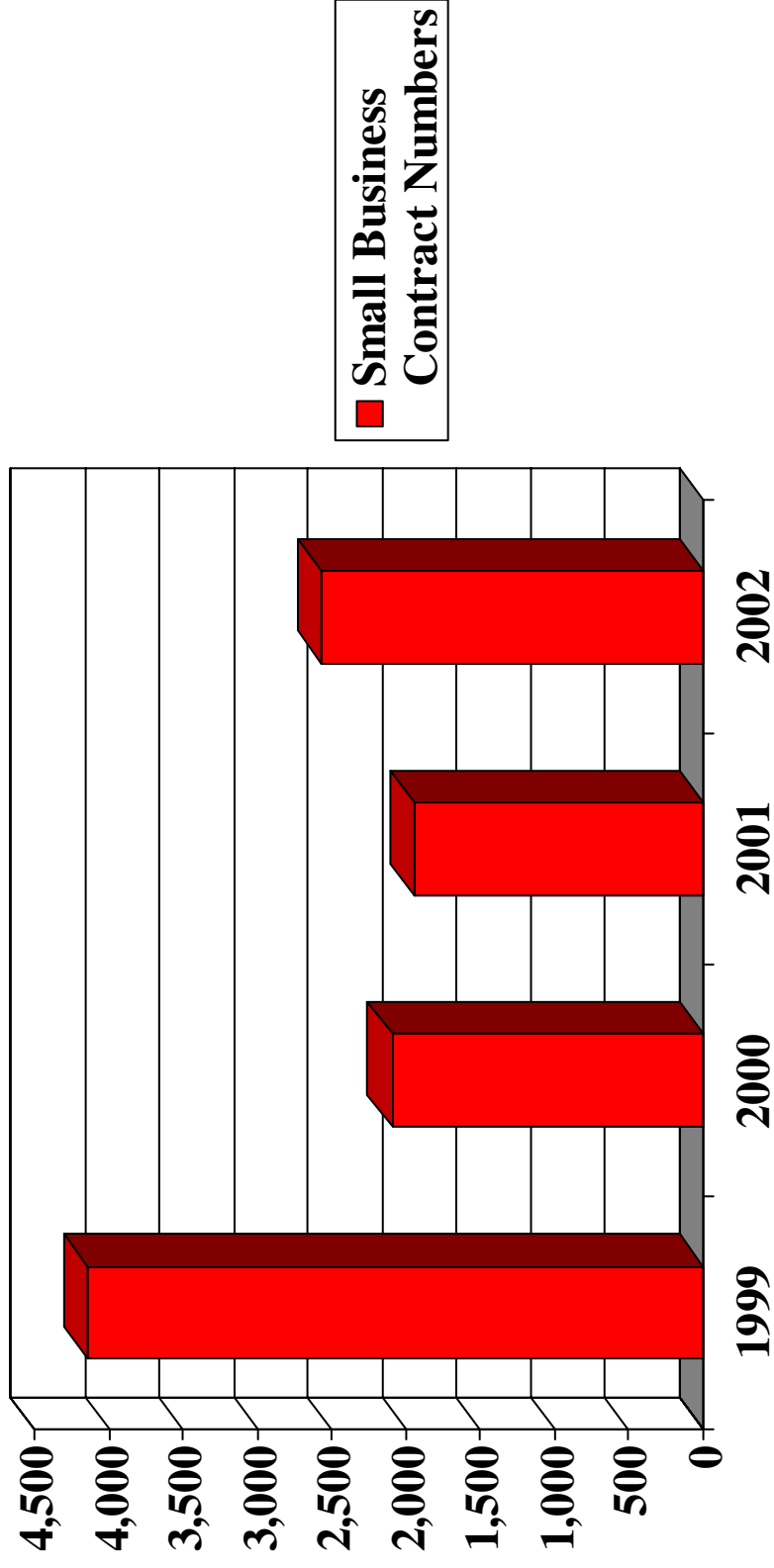
# U.S. Department of the Interior

Number of Contracts to 8(a) Firms



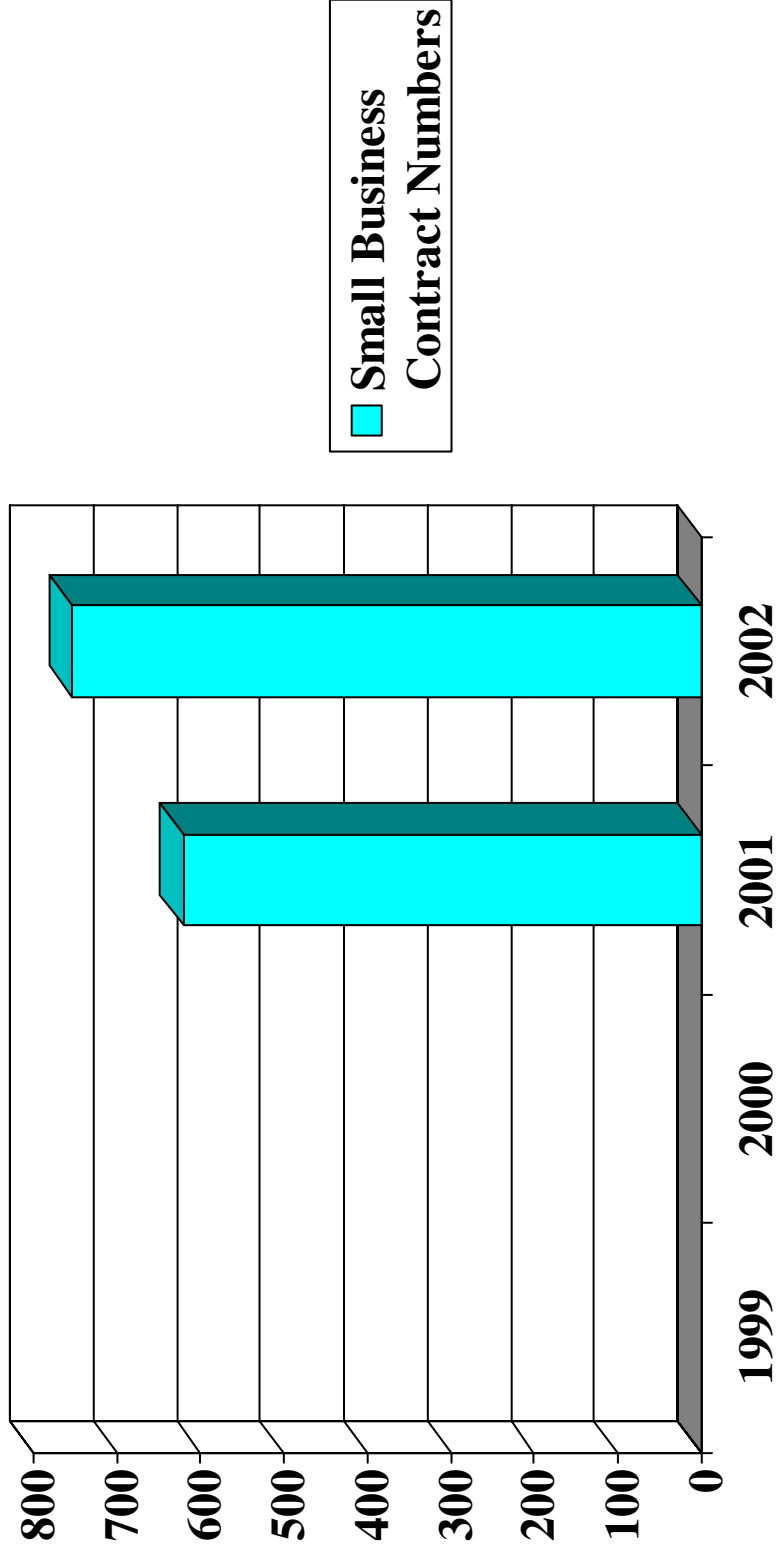
# U.S. Department of the Interior

Number of Contracts to Women-Owned Businesses



# U.S. Department of the Interior

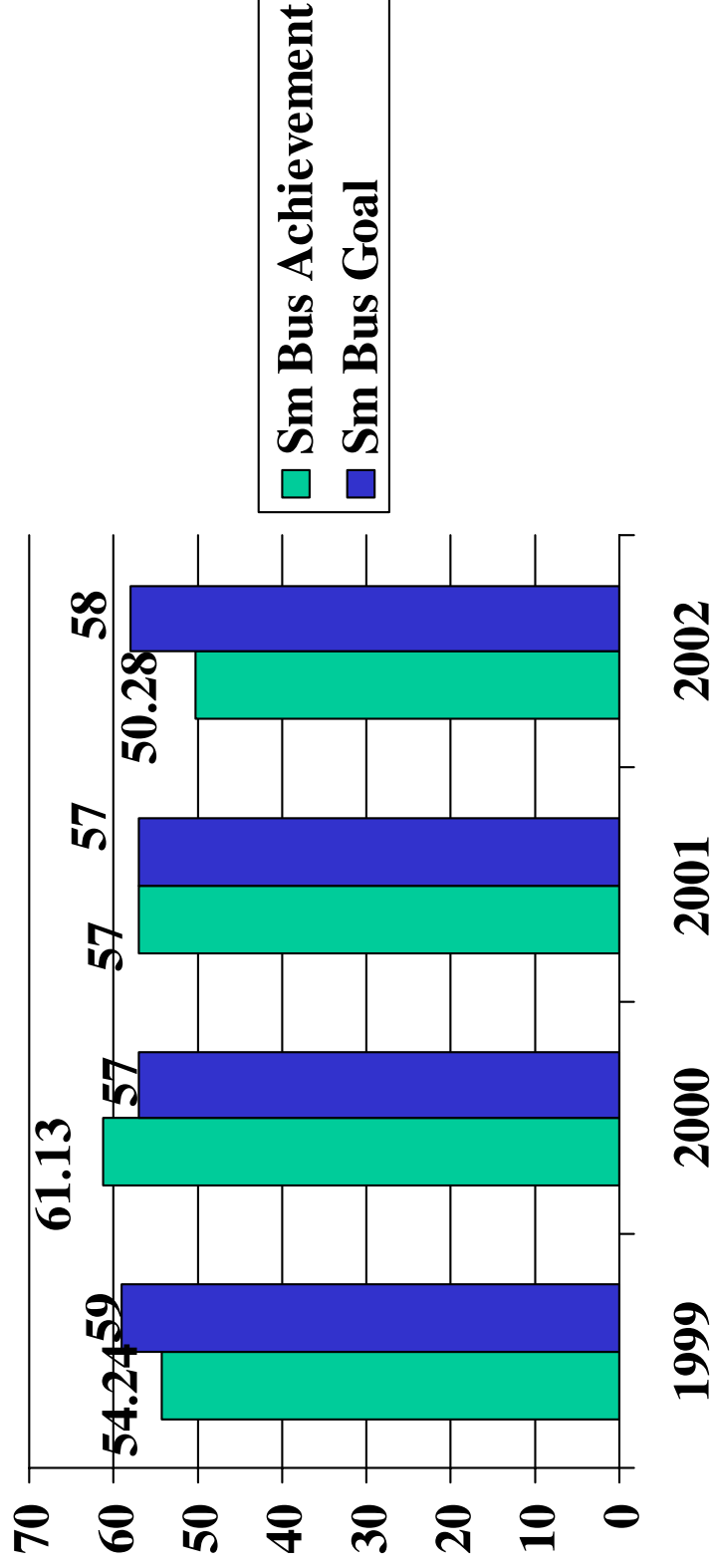
Number of Contracts to HUBZone Businesses





# Department of the Interior

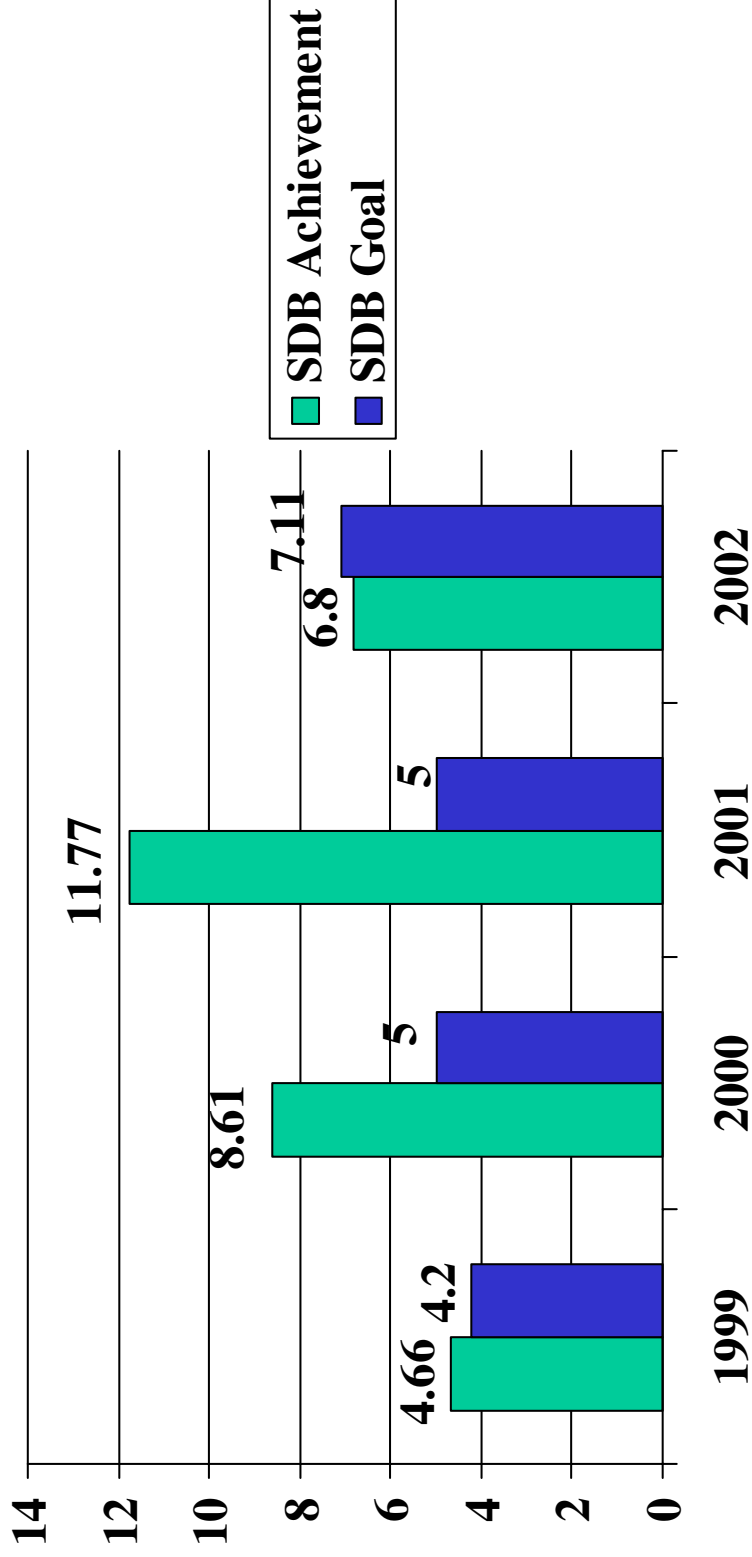
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of the Interior

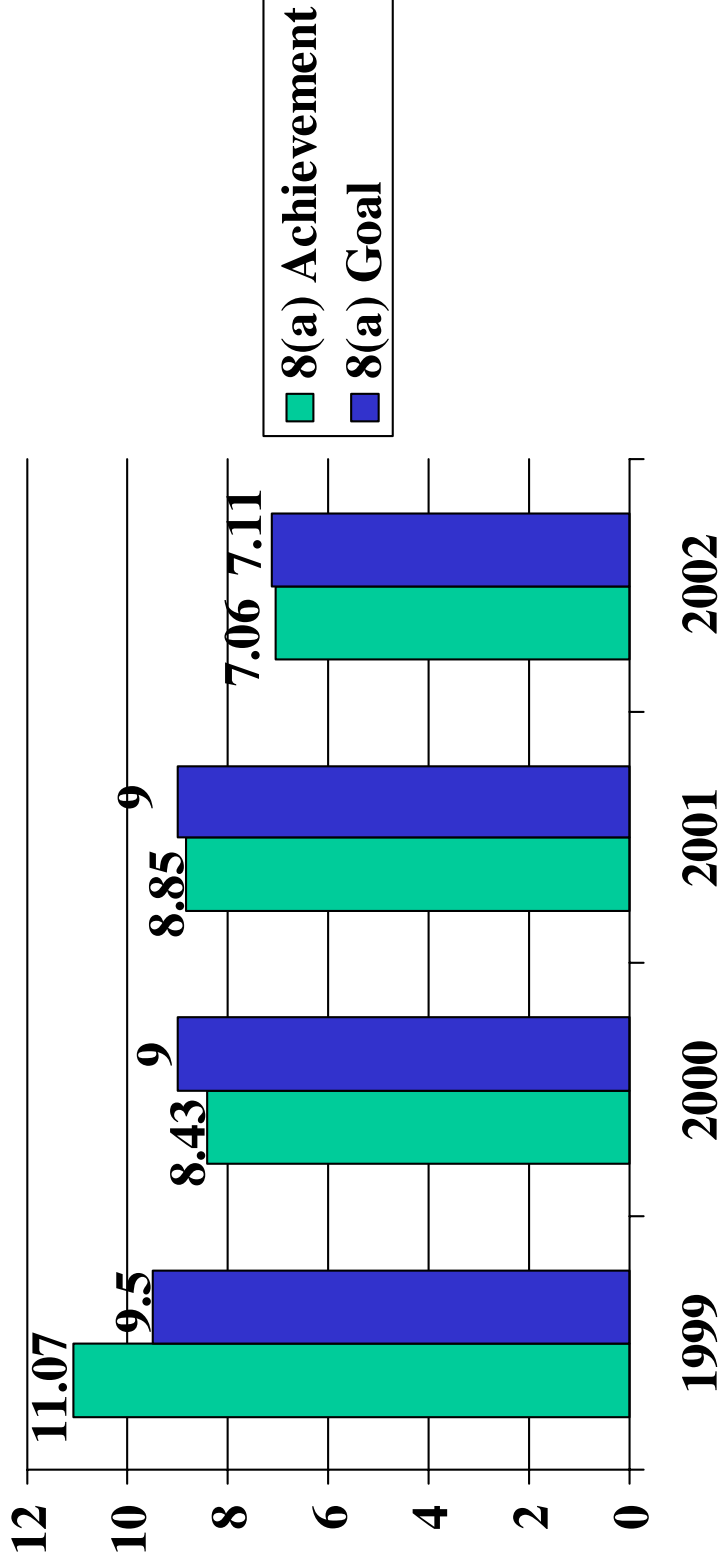
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of the Interior

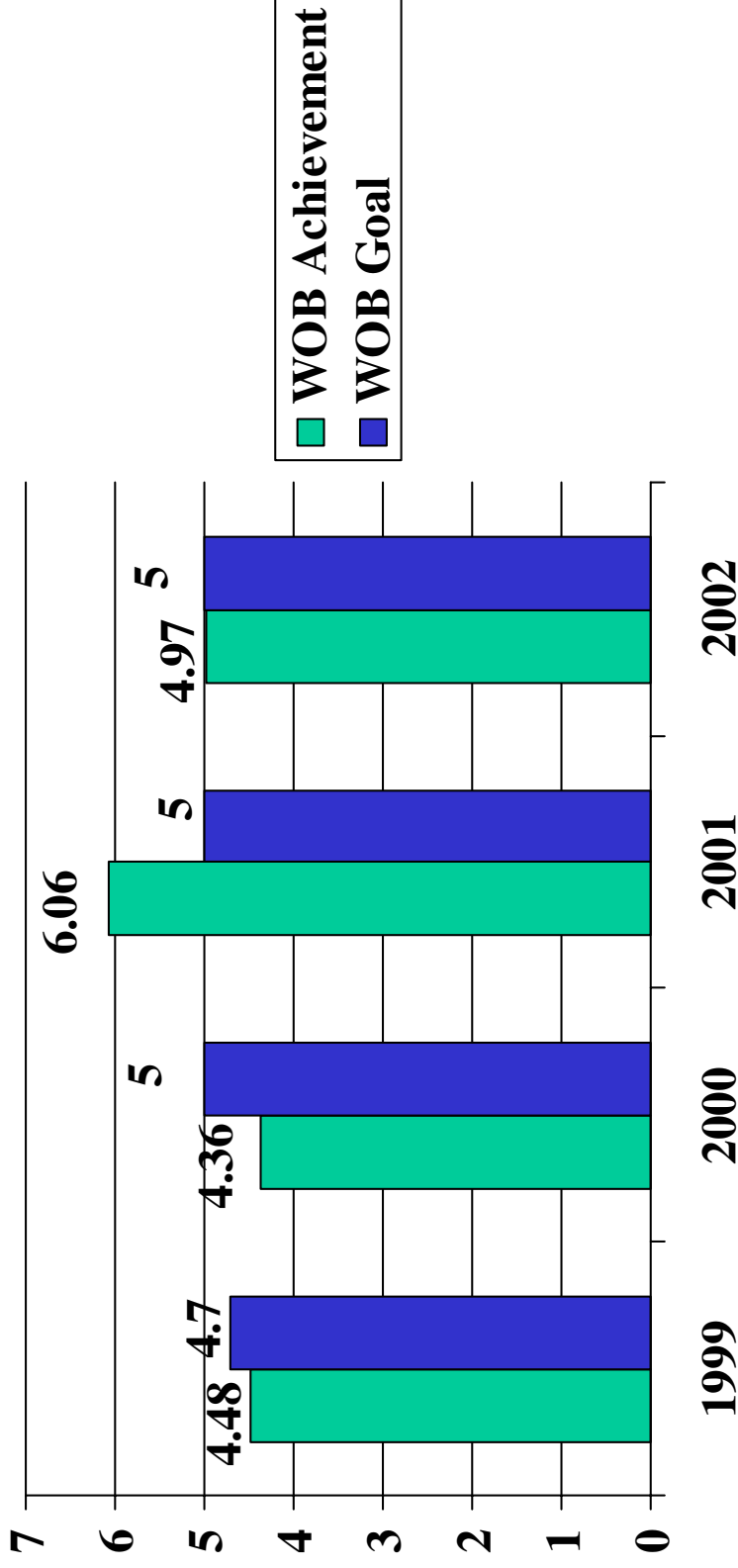
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of the Interior

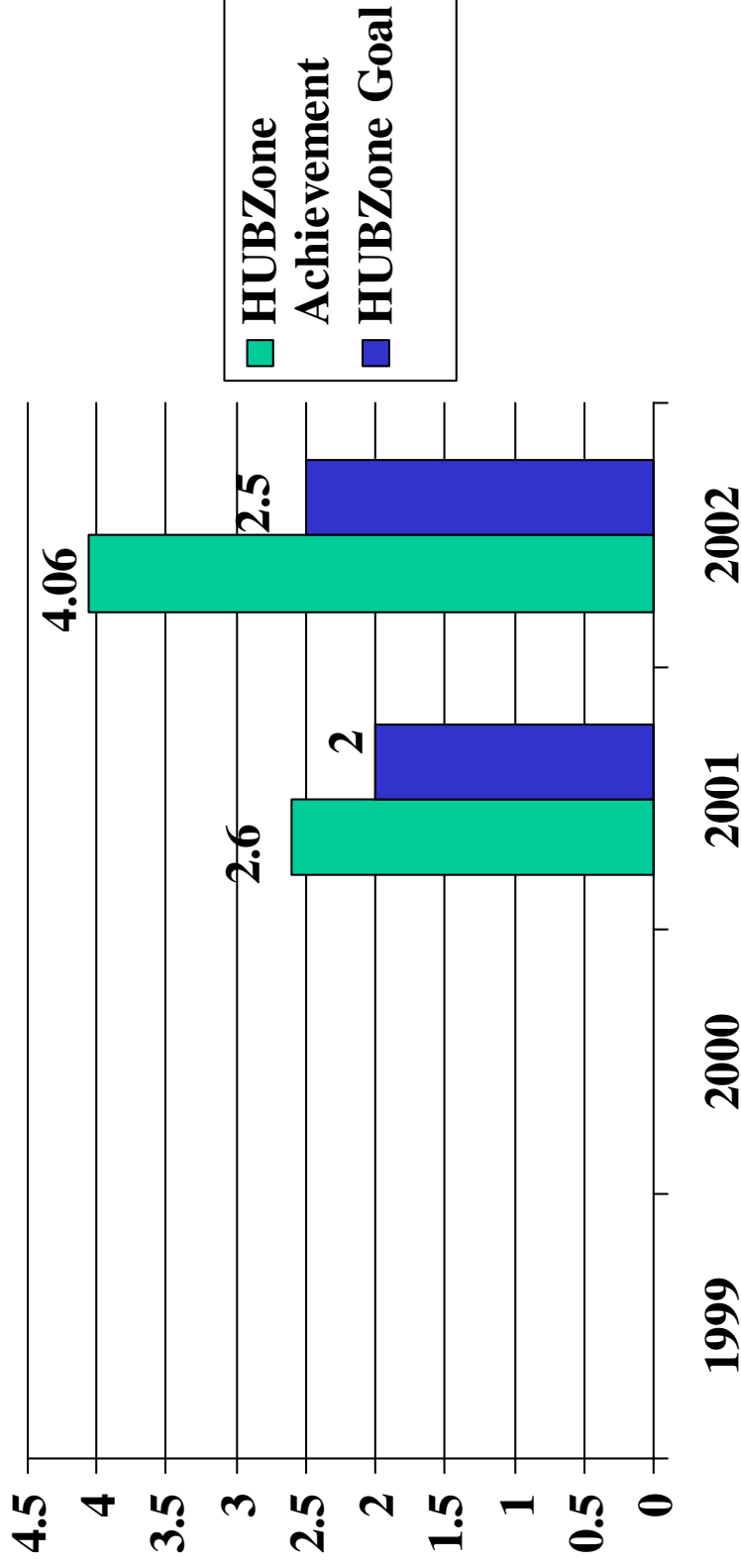
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of the Interior

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Department of Labor**

### **Procurement Dollar Analysis**

Department of Labor (Labor) procurement activity increased from 1995 through 2001 as follows: 1995 - \$876.1 million, 1996 - \$880.9 million, 1997 - \$1.05 billion, 1998 - \$1.12 billion, 1999 - \$1.14 billion, 2000 - \$1.33 billion, and 2001 - \$1.4 billion. Figures for 2002 show an increase in Labor's procurement activity to \$1.64 billion.

### **Numbers of Contracts**

#### **Small Business**

The number of contract actions with small businesses by Labor increased from 5,788 in 1999, to 6,964 in 2000, and 8,321 in 2001. In 2002, Labor had a decrease to 6,817 contract actions with small businesses.

#### **Small Disadvantaged Business**

The number of Labor contract actions with small disadvantaged businesses decreased from 533 in 1999 to 413 in 2000. Labor had an increase to 700 contract actions with small disadvantaged businesses in 2001. In 2002, Labor had an increase again to 1,451 contract actions with small disadvantaged businesses.

#### **8(a) Program**

The number of contract actions with 8(a) firms by the Department of Labor increased from 198 in 1999, to 218 in 2000, and 242 in 2001. In 2002, Labor had 378 contract actions with 8(a) companies.

#### **Women-Owned Business**

From 1999 to 2000, the number of contract actions with women-owned businesses by Labor increased from 335 in 1999 to 447 in 2000. Labor had 381 contract actions with women-owned firms in 2001. In 2002, Labor had 485 contract actions with women-owned companies.

#### **HUBZone Small Business Concerns**

Labor had 14 contract actions with HUBZone companies in 2001. In 2002, Labor had 34 contract actions with HUBZone firms.

## **Goal Achievement**

### **Small Business Goal**

Labor did not achieve its small business goal in 1999, but exceeded its goal in 2000 and 2001. Based on figures for 2002, Labor again exceeded its small business goal. Labor achieved 26.83 percent, while its goal was 24 percent. As Labor surpassed its goal, the grade will be an "A." Labor has a small business goal for fiscal year 2003 of 24 percent.

### **Small Disadvantaged Business Goal**

Labor did not meet its small disadvantaged business goal in 1999, but exceeded its goal in 2000 and 2001. Based on figures for 2002, Labor again surpassed its goal. Labor achieved 6.37 percent, while its goal was 3.95 percent. Therefore, the grade would normally be an "A." However, as Labor's goal was less than the statutory goal of 5 percent, Labor's grade will be reduced to a "B." As Labor had a goal that was below the statutory goal for the past two years, Labor will be downgraded to a "C." Further, as Labor has set a goal below the statutory goal for the past three years, Labor will be downgraded again to a "D." Labor has a small disadvantaged business goal for fiscal year 2003 of 3.95 percent.

### **8(a) Program Goal**

Labor exceeded its 8(a) Program goal from 1999 through 2001. Based on figures for 2002, Labor again exceeded its 8(a) Program goal. Labor achieved 5.8 percent, while its goal was 3.95 percent. Therefore, the grade will be an "A." Labor has an 8(a) Program goal for fiscal year 2003 of 3.95 percent.

### **Women-Owned Business Goal**

Labor did not achieve its women-owned business goal in 1999 and 2000. Labor exceeded its goal in 2001. Based on figures for 2002, Labor did not meet its women-owned business goal. Labor achieved 5.14 percent, yet its goal was 5.2 percent. As Labor achieved 98.8 percent of its goal, the grade will be an "A." Labor has a women-owned business goal of 5.2 percent for fiscal year 2003.

### **HUBZone Small Business Concern Goal**

Labor did not achieve its HUBZone goal in 2001. Based on figures for 2002, Labor again did not reach its HUBZone goal. Labor achieved 1.57 percent, however its goal was 2.5 percent. As Labor achieved 62.8 percent of its goal, the grade will be a "D." Labor has a HUBZone goal of 3 percent for 2003.

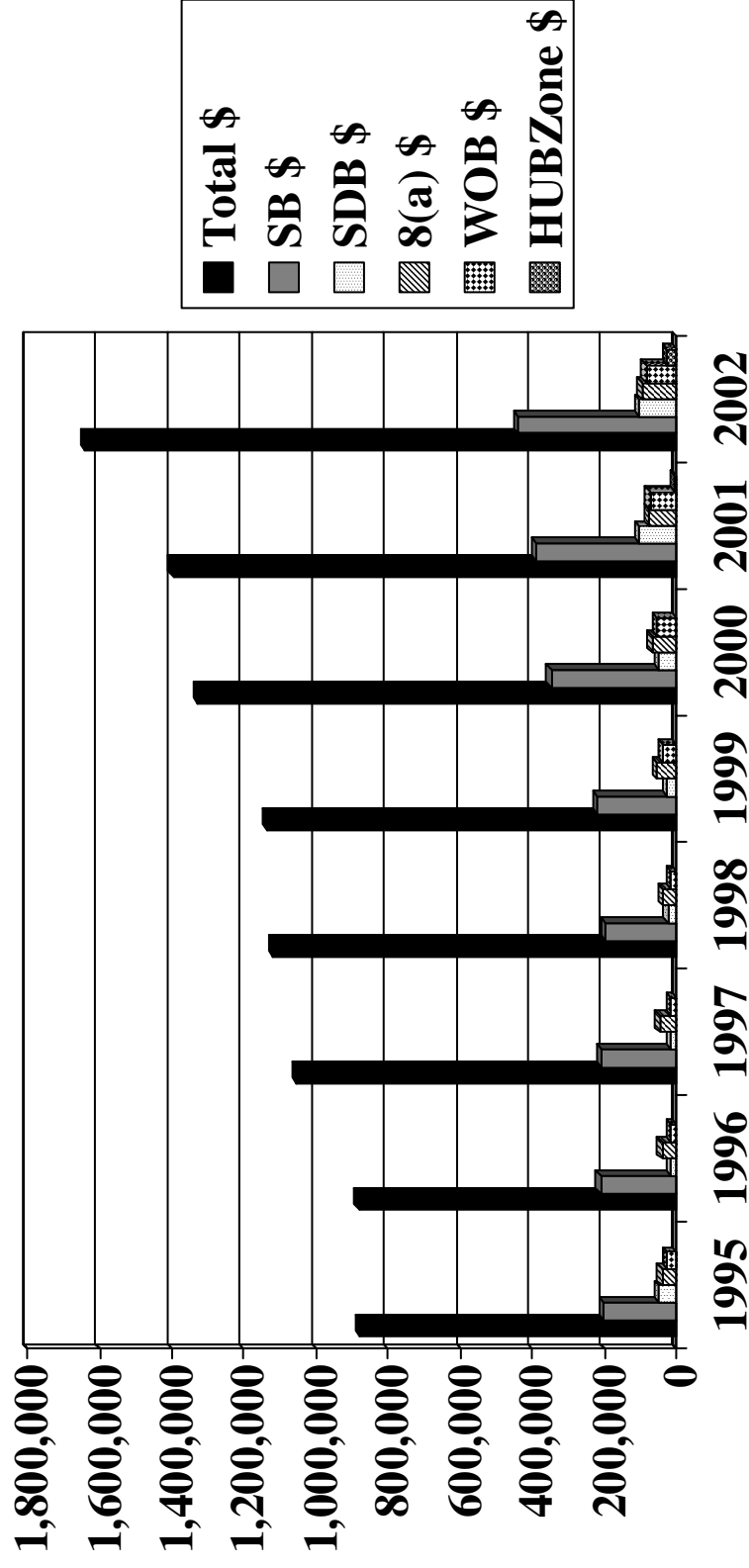
### Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	D 1 point
8(a) Program Goal	A 4 points
Women-Owned Business Goal	A 4 points
HUBZone Goal	D 1 point
Average Grade	C 2.8 points

With an “A” in the Small Business Goal, a “D” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, an “A” in the Women-Owned Business Goal, and a “D” in the HUBZone Goal, with all categories weighed equally, the Department of Labor has an overall point total of 2.8 points, for a grade of “C.”



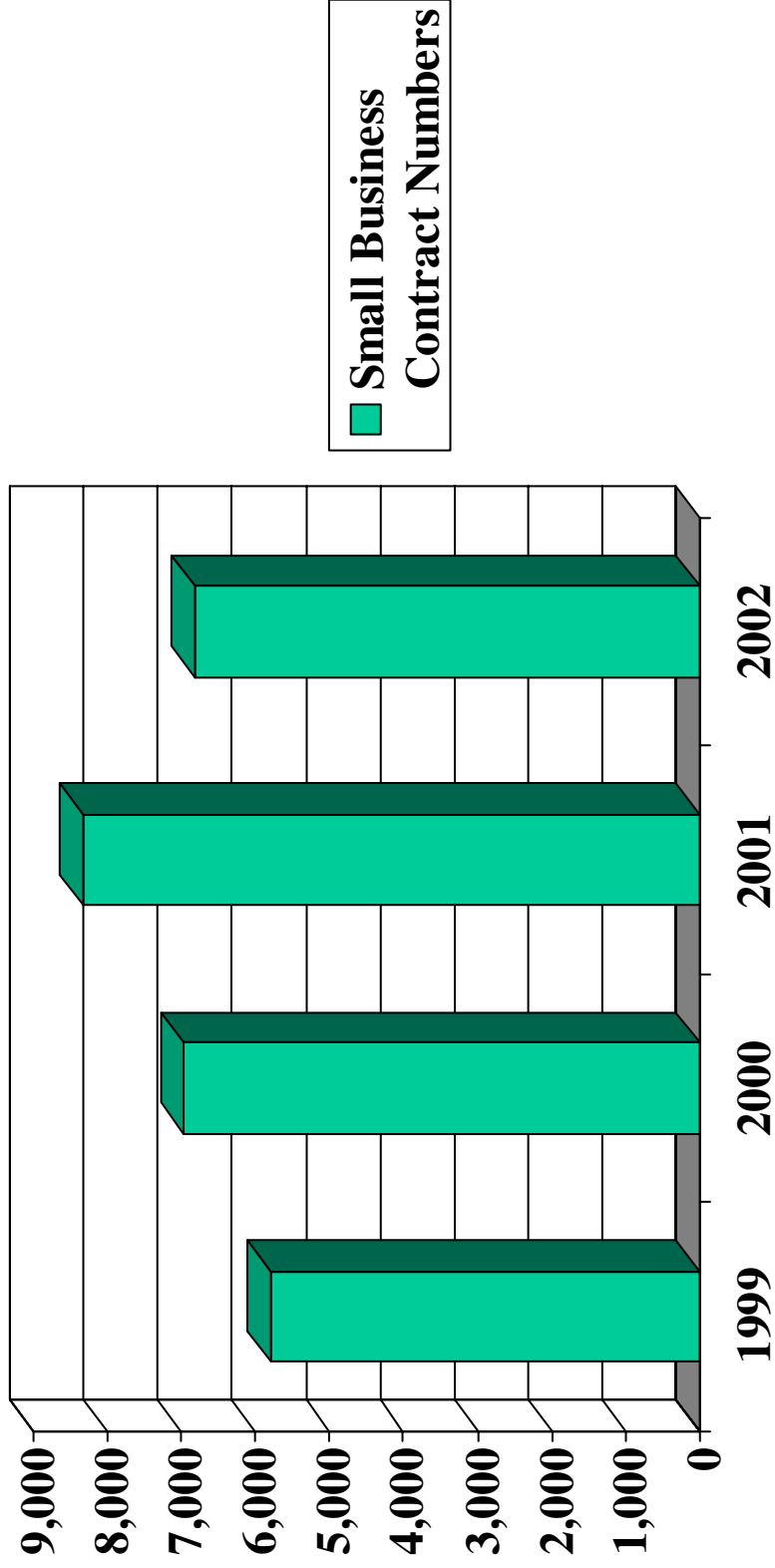
# Department of Labor Procurement Dollars



Dollars are expressed in millions.

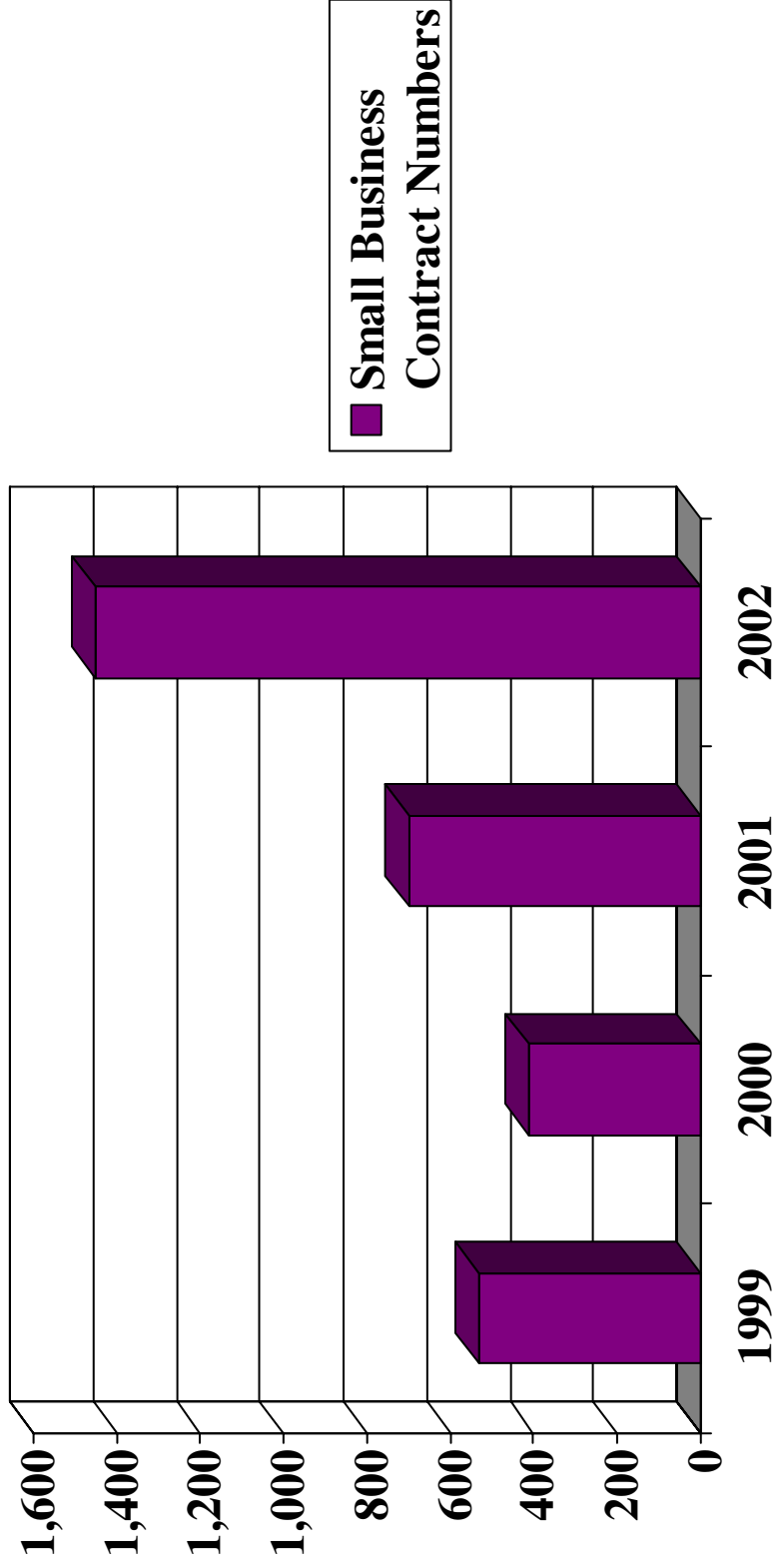
# U.S. Department of Labor

Number of Contracts to Small Businesses



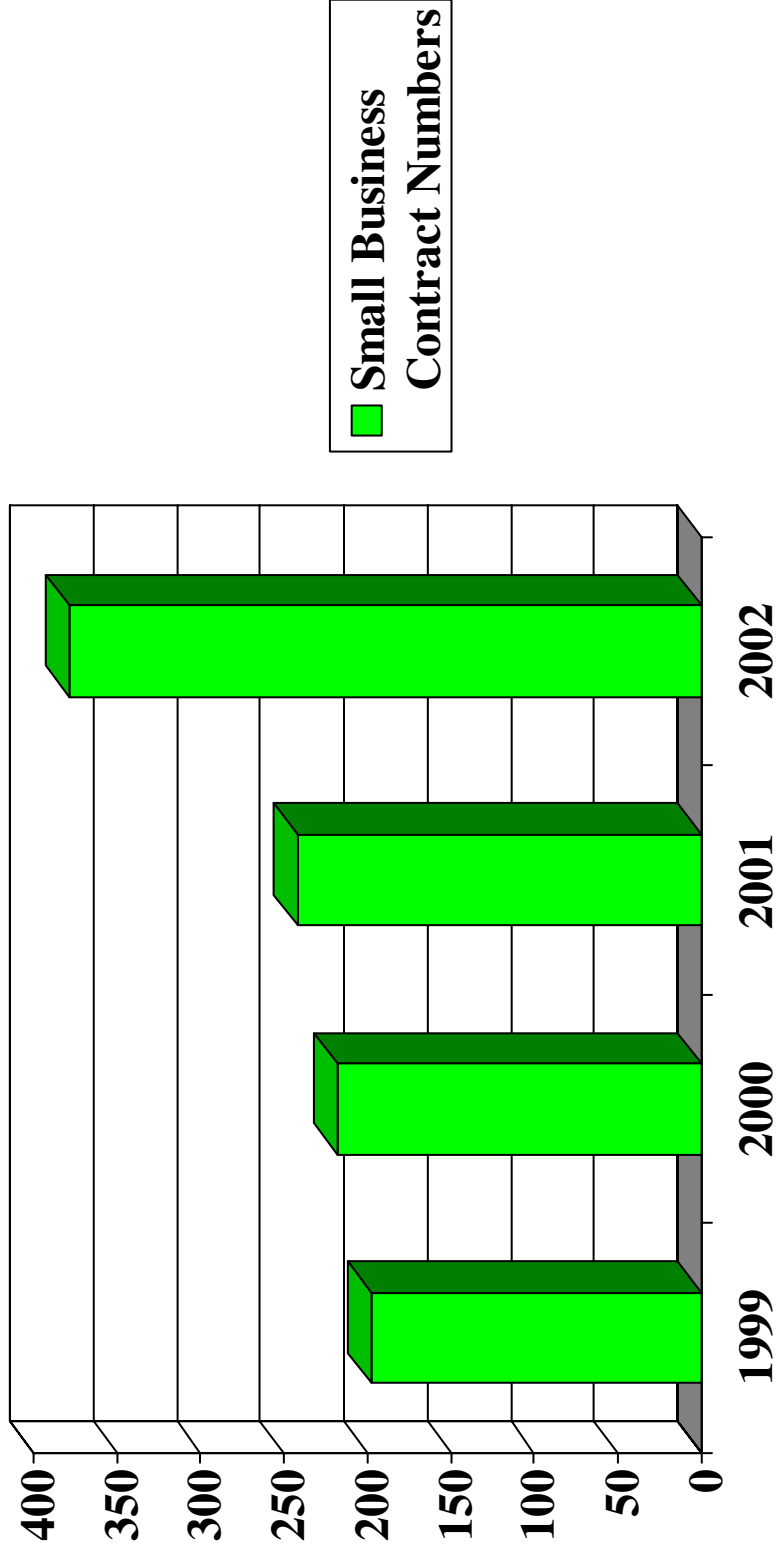
# U.S. Department of Labor

Number of Contracts to Small Disadvantaged Businesses



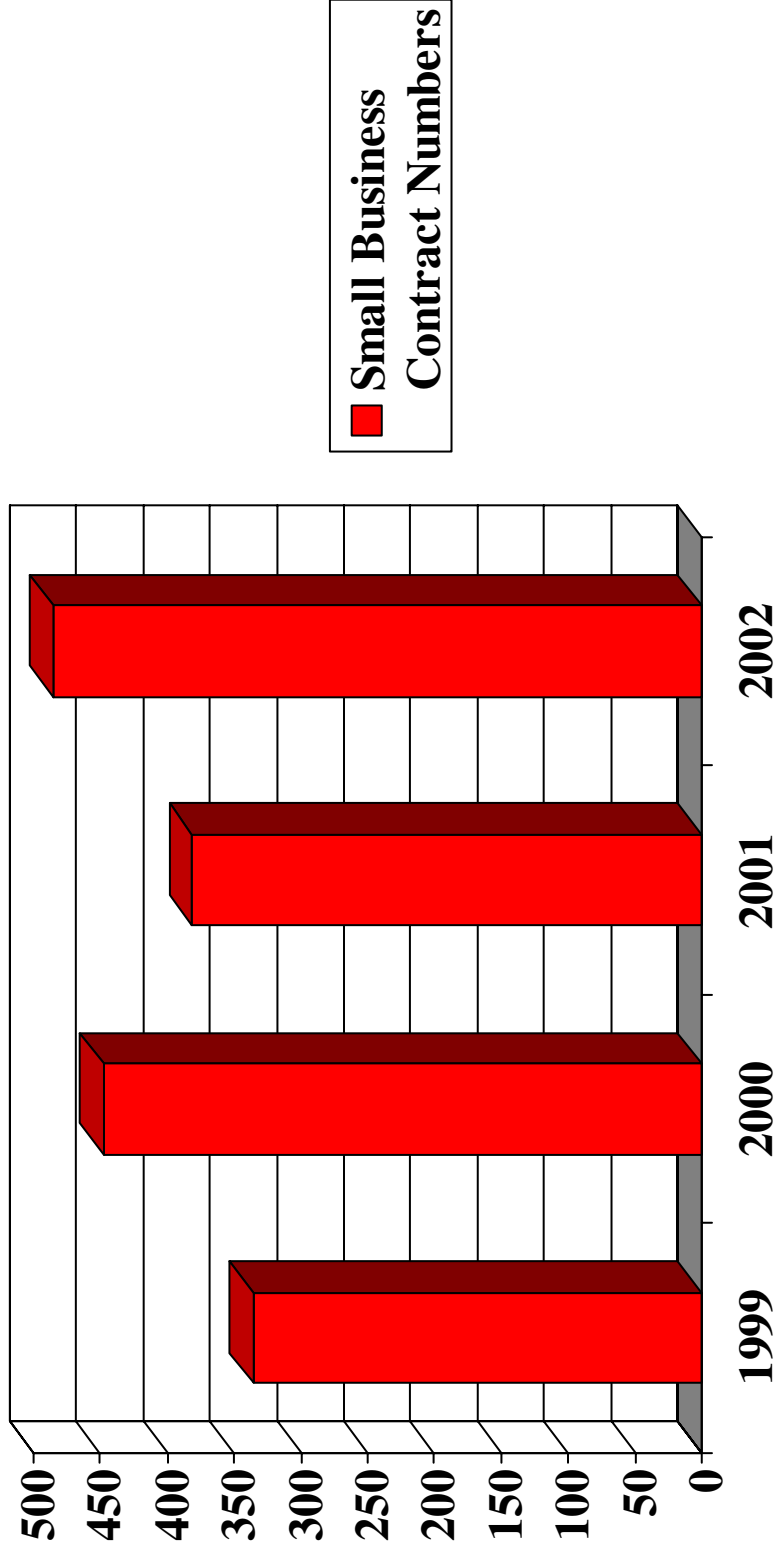
# U.S. Department of Labor

Number of Contracts to 8(a) Firms



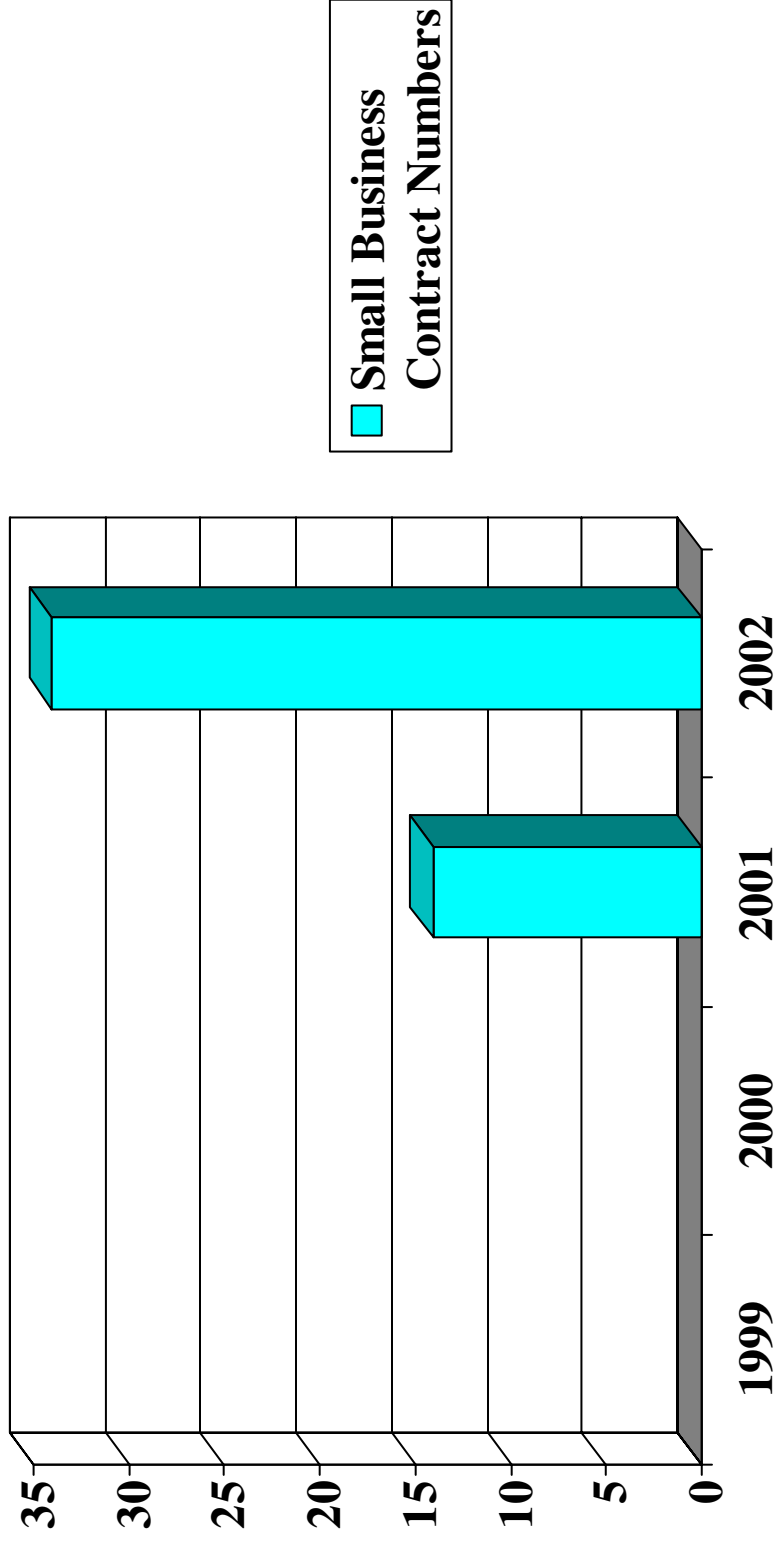
# U.S. Department of Labor

Number of Contracts to Women-Owned Businesses



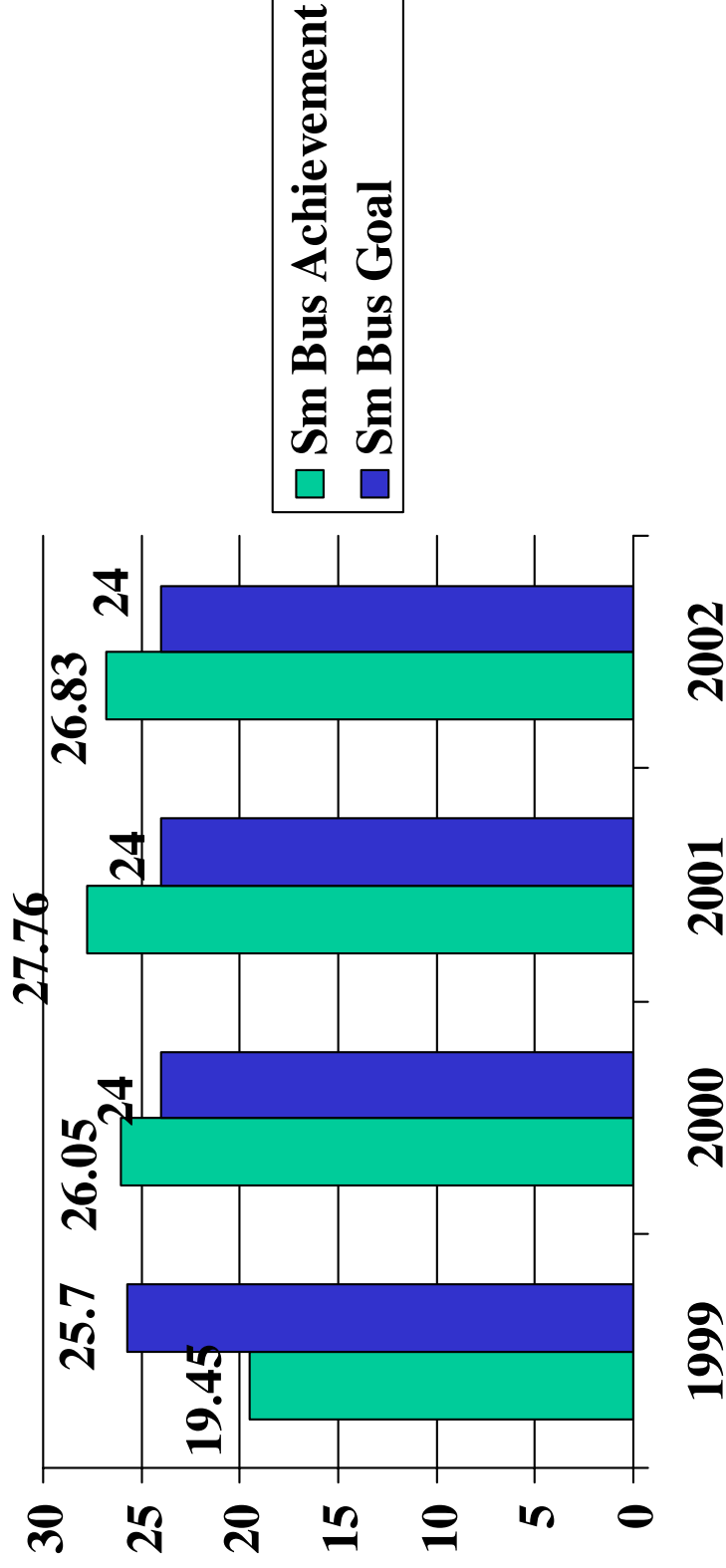
# U.S. Department of Labor

Number of Contracts to HUBZone Businesses



# Department of Labor

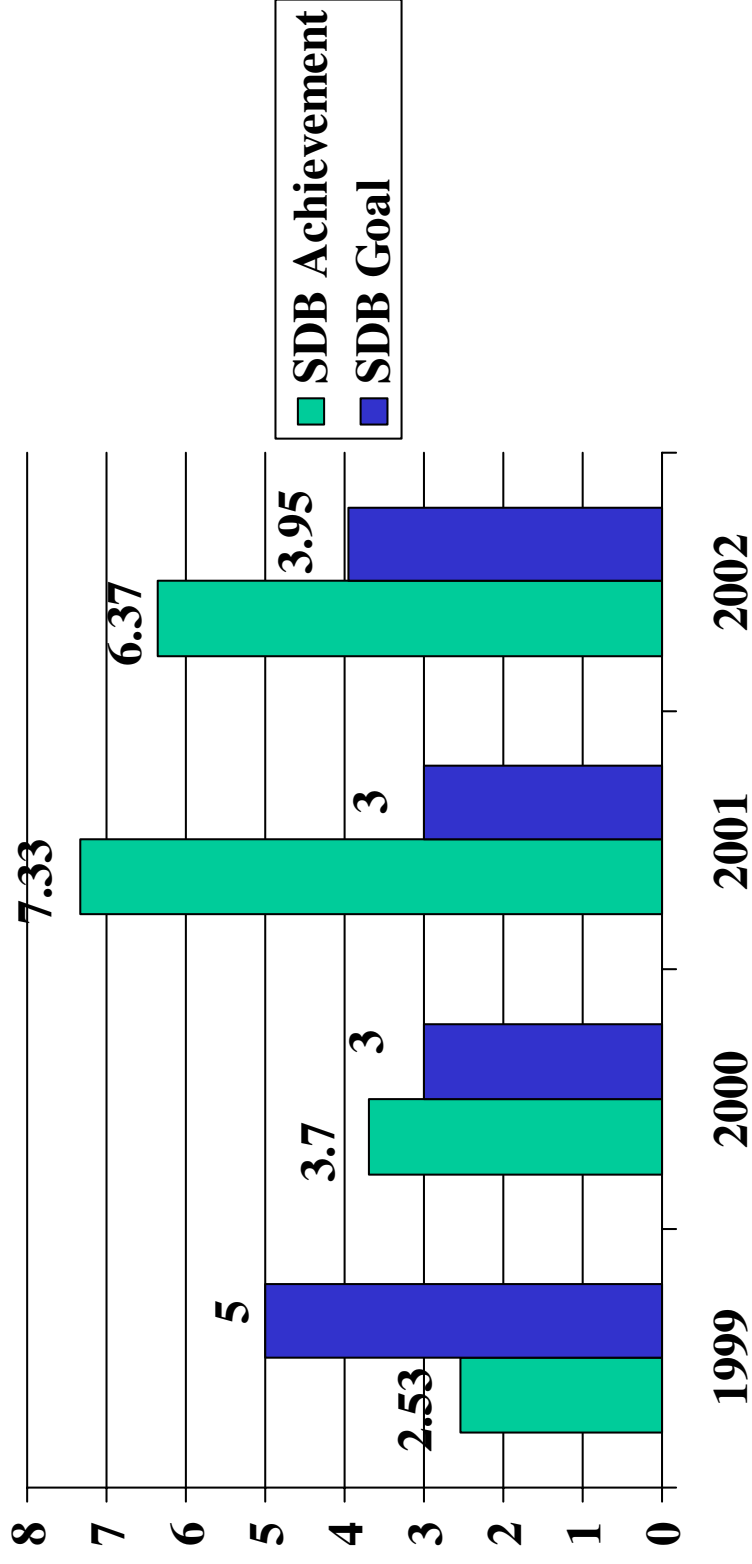
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of Labor

## SDB Goal Achievement

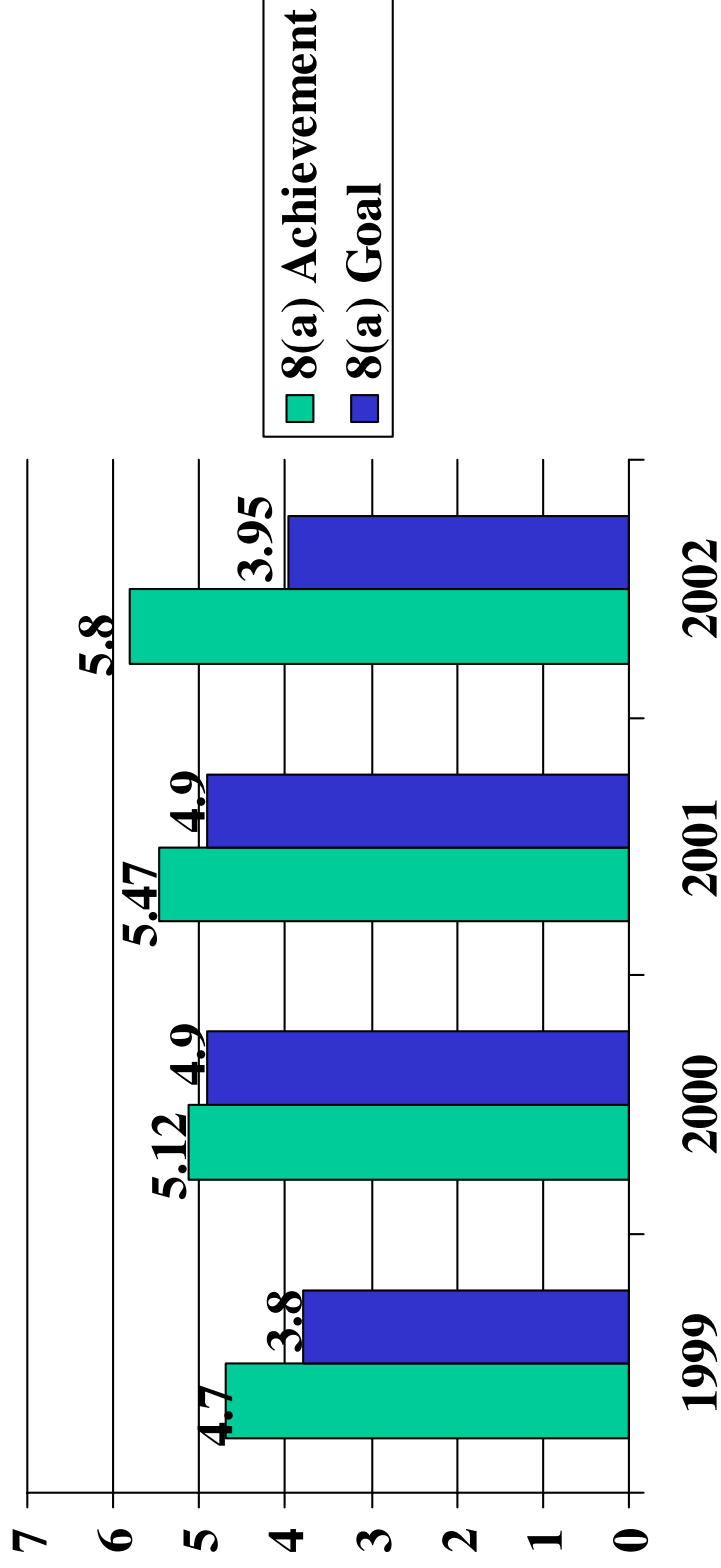


These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.



# Department of Labor

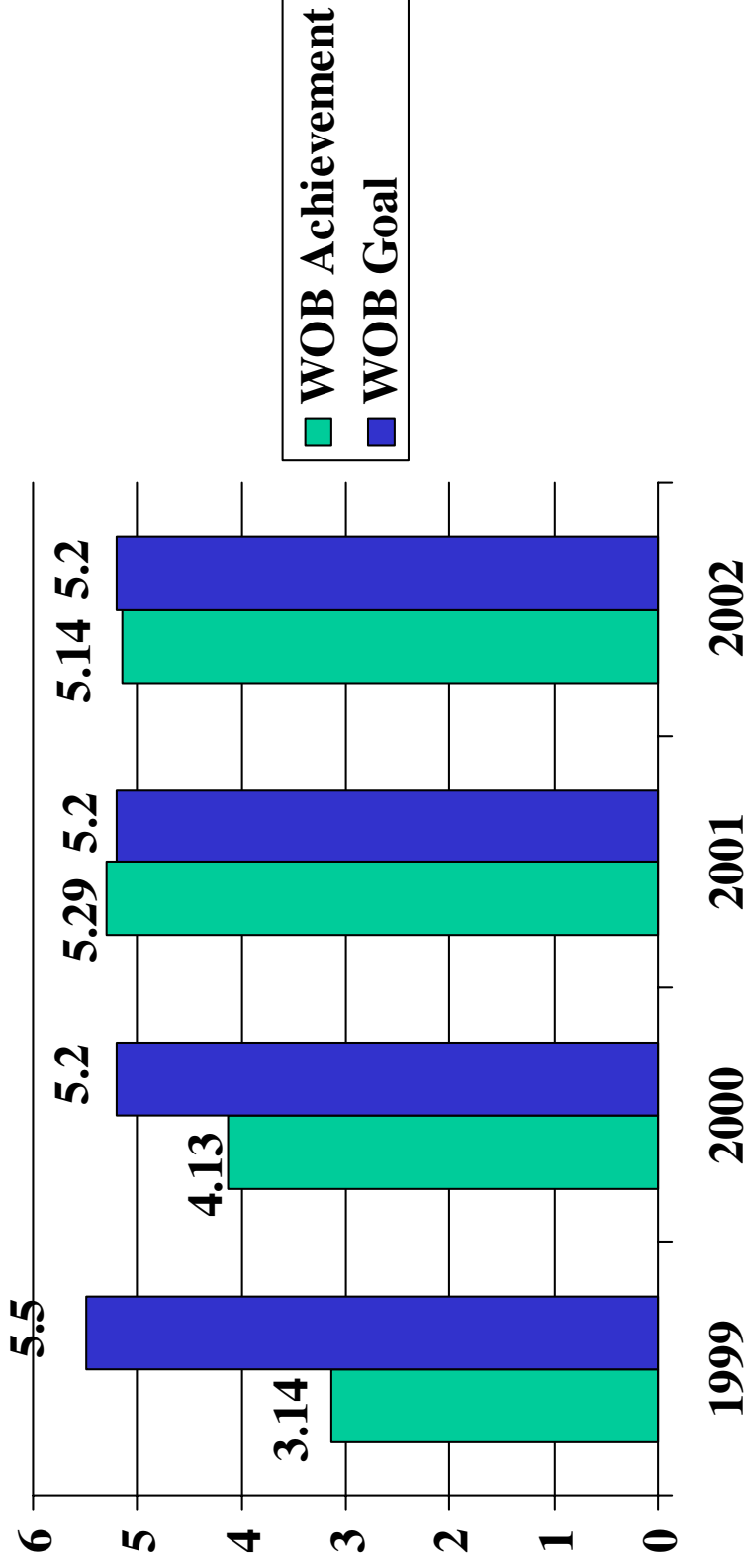
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of Labor

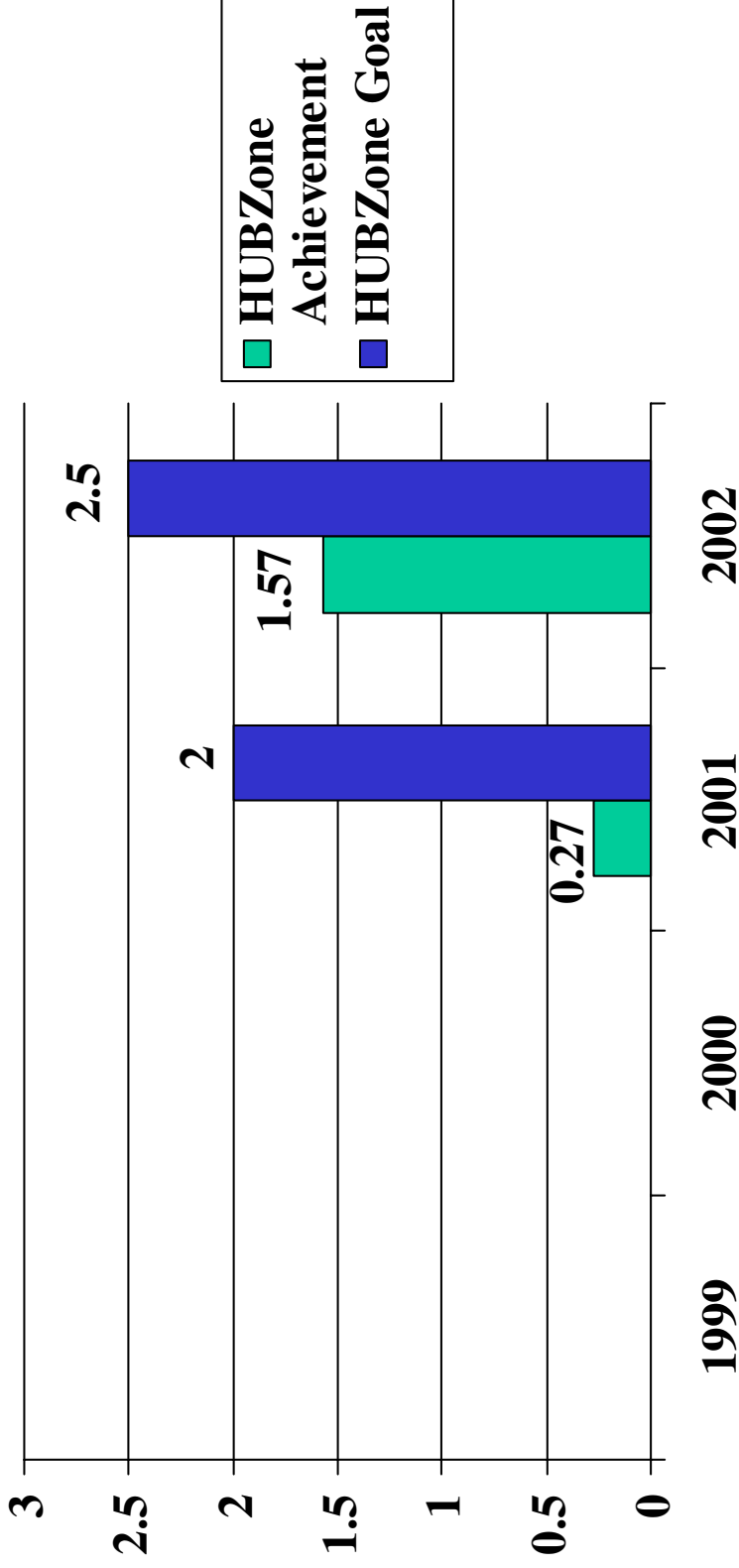
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of Labor

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Department of State**

### **Procurement Dollar Analysis**

The Department of State (State) had procurement activity of \$662.2 million in 1995. A decrease occurred in 1996 to \$536.8 million. Procurement activity increased to \$557.8 million in 1997 and \$565.7 million in 1998. In 1999, State showed an increase in procurement activity to \$902.9 million. Based on 2000 figures, State procurement activity again grew to \$1.54 billion. State had a slight decrease in 2001 to \$1.5 billion in procurement volume. In 2002, State had procurement activity of \$1.61 billion.

### **Numbers of Contracts**

#### **Small Business**

The number of contract actions with small businesses by State decreased from 12,221 in 1999 to 11,569 in 2000. State had 15,935 contract actions with small businesses in 2001. In 2002, State had 39,352 contract actions with small firms.

#### **Small Disadvantaged Business**

The number of State contract actions with small disadvantaged businesses increased from 1,631 in 1999, to 1,703 in 2000, and 2,569 in 2001. In 2002, State had 2,642 contract actions with small disadvantaged businesses.

#### **8(a) Program**

The number of contract actions with 8(a) firms by State decreased from 768 in 1999 to 510 in 2000. State had 1,217 contract actions with 8(a) companies in 2001. In 2002, State had 1,296 contract actions with 8(a) firms.

#### **Women-Owned Business**

The number of State contract actions with women-owned businesses decreased from 2,758 in 1999 to 2,559 in 2000. State had 3,273 contract actions with women-owned firms in 2001. In 2002, State had 2,793 contract actions with women-owned companies.

#### **HUBZone Small Business Concerns**

State had 28 contract actions with HUBZone companies in 2001. In 2002, State had 11 contract actions with HUBZone firms, less than half the amount of the previous year.

## Goal Achievement

### Small Business Goal

State exceeded its small business goal from 1999 through 2001. Based on figures for 2002, State again surpassed its small business goal. State achieved 47.13 percent against a 40 percent goal. Normally the grade would be an “A.”

	1999	2000	2001	2002
SB Goal	35	36.5	36.5	40
SB Achievement	49.14	42.45	38.62	47.13

Based on the first three years of this study, the average achievement was 43.4 percent. The average goal over the same period was 36 percent. As State has an unreasonably low goal for 2002, the letter grade would normally be dropped to a “B.” However, as State set an unreasonably low goal for the past two years, State will be downgraded to a “C.” Further, as State has set an unreasonably low goal for the past three years, State will be downgraded again to a “D.” For fiscal year 2003, State has a small business goal of 40 percent.

### Small Disadvantaged Business Goal

State did not meet its goal for doing business with small disadvantaged businesses in 1999. State exceeded its goal in 2000 and 2001. Based on figures for 2002, State again exceeded its small disadvantaged business goal. State achieved 7.75 percent against a 6.5 percent goal. As State exceeded its goal, the grade will be an “A.” For fiscal year 2003, State has a small disadvantaged business goal of 6.5 percent.

### 8(a) Program Goal

State exceeded its 8(a) Program goal in 1999 and 2000, but did not achieve its goal in 2001. Based on figures for 2002, State achieved its 8(a) Program goal. State achieved 13.68 percent, while its goal was 6.5 percent. As State exceeded its goal, the grade would normally be an “A.”

	1999	2000	2001	2002
8(a) Goal	8.8	8.8	8.8	6.5
8(a) Achievement	21.59	14.46	8.01	13.68

Based on the first three years of this study, the average achievement was 14.69 percent. The average goal over the same period was 8.8 percent. As State set an unreasonably low goal, the letter grade would normally be dropped to a “B.” However, as State has set an unreasonably low goal for the past two years, State will be downgraded to a “C.” Further, as State has set an unreasonably low goal for the past three years, State will be downgraded again to a “D.” For fiscal year 2003, State has an 8(a) Program goal of 6.5 percent.

#### Women-Owned Business Goal

State exceeded its women-owned business goal in 1999, but did not achieve its goal in 2000 and 2001. Based on figures for 2002, State again did not reach its goal. State achieved 4.86 percent, however its goal was 5 percent. As State achieved 97.2 percent of its goal, the grade will be an “A.” State has a women-owned business goal for fiscal year 2003 of 5 percent.

#### HUBZone Small Business Concern Goal

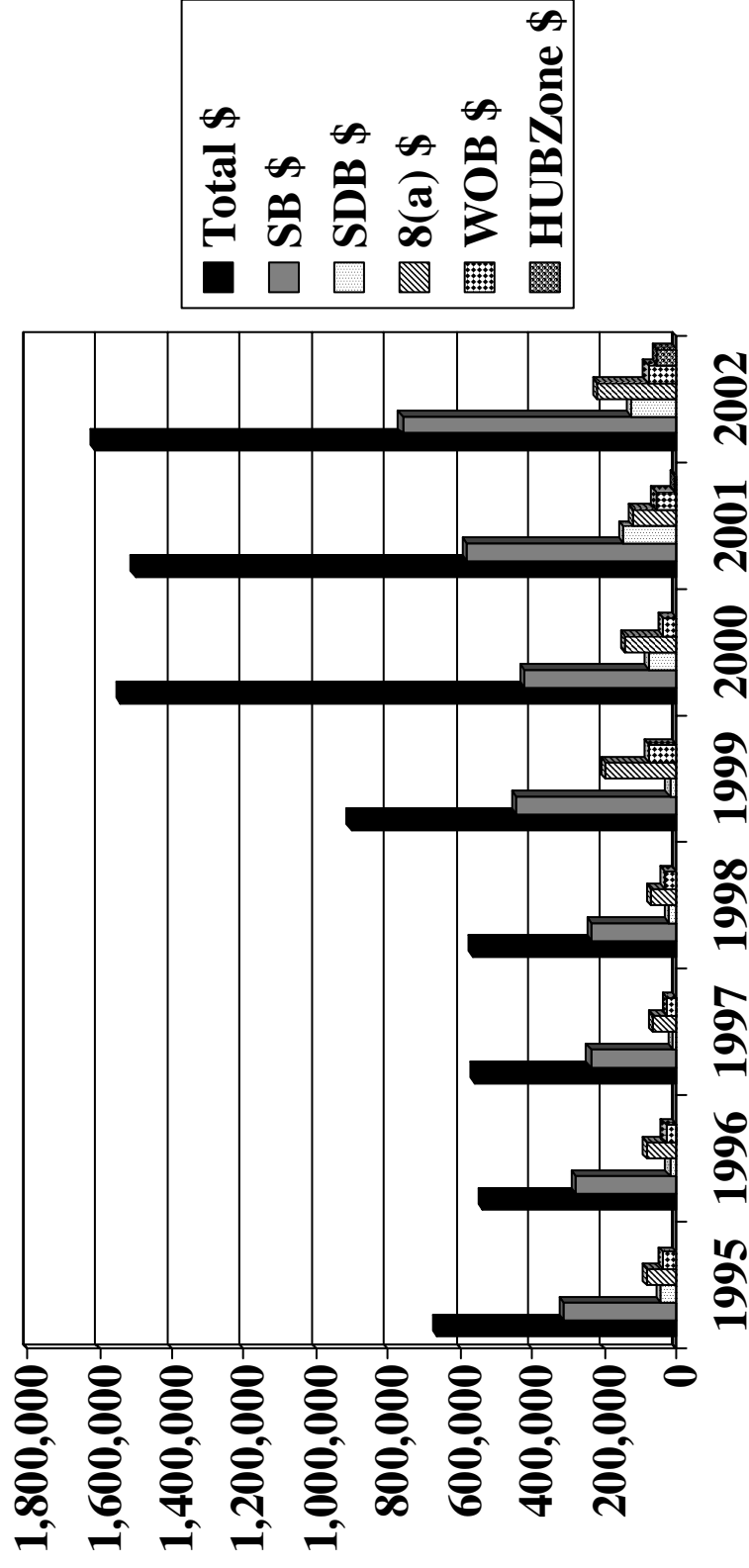
State did not accomplish its HUBZone goal in 2001. Based on figures for 2002, State exceeded its HUBZone goal. State achieved 3.41 percent, yet its goal was 2.5 percent. As State exceeded its goal, the grade will be an “A.” State has a HUBZone business goal of 3 percent for fiscal year 2003.

#### Overall Grade

Small Business Goal	D 1 point
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	D 1 point
Women-Owned Business Goal	A 4 points
HUBZone Goal	A 4 points
Average Grade	C 2.8 points

With a “D” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, a “D” in the 8(a) Program goal, an “A” in the Women-Owned Business Goal, and an “A” in the HUBZone Goal, with all categories weighed equally, the Department of State has an overall point total of 2.8 points, for a grade of “C.”

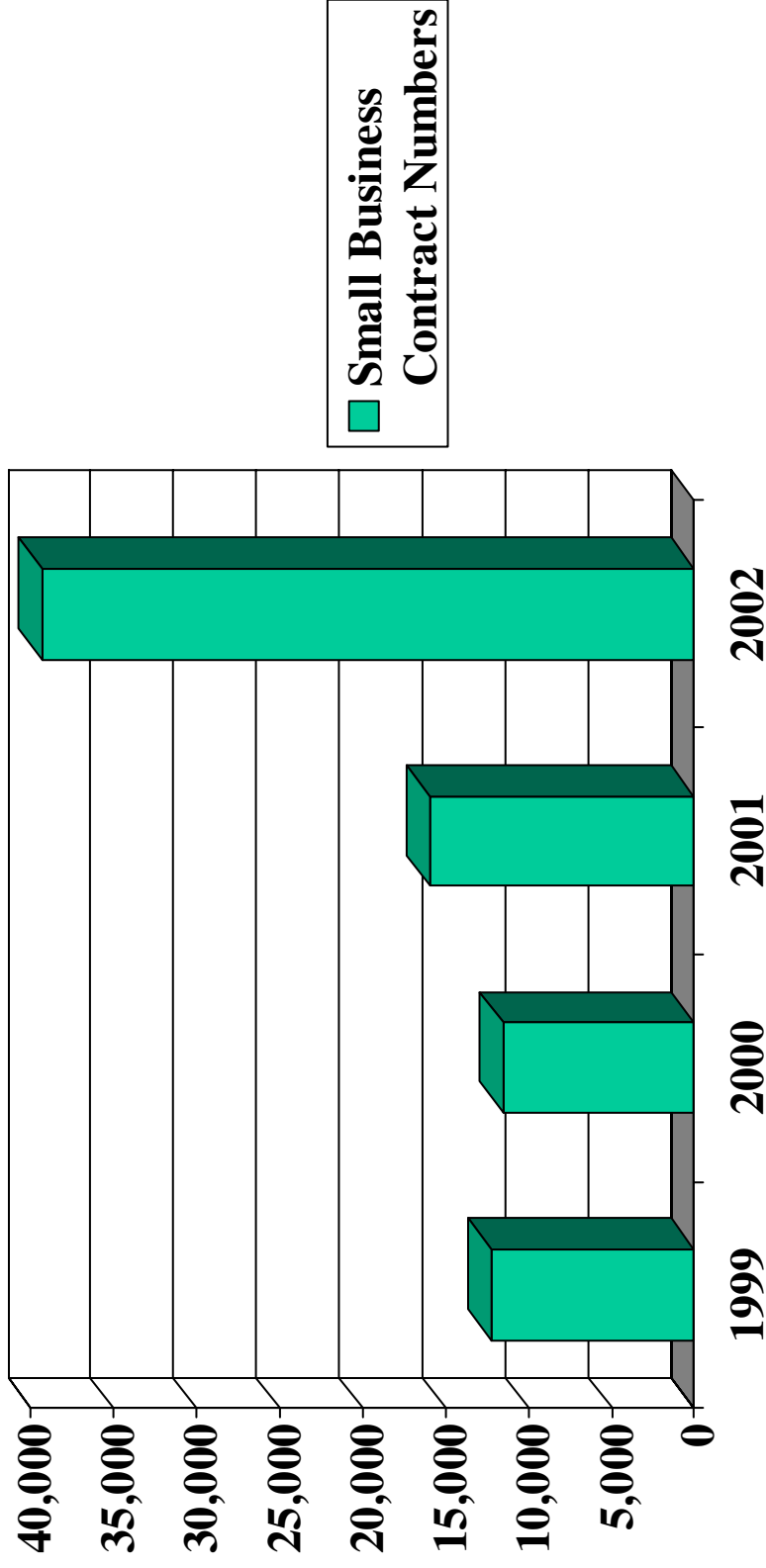
# Department of State Procurement Dollars



Dollars are expressed in millions.

# U.S. Department of State

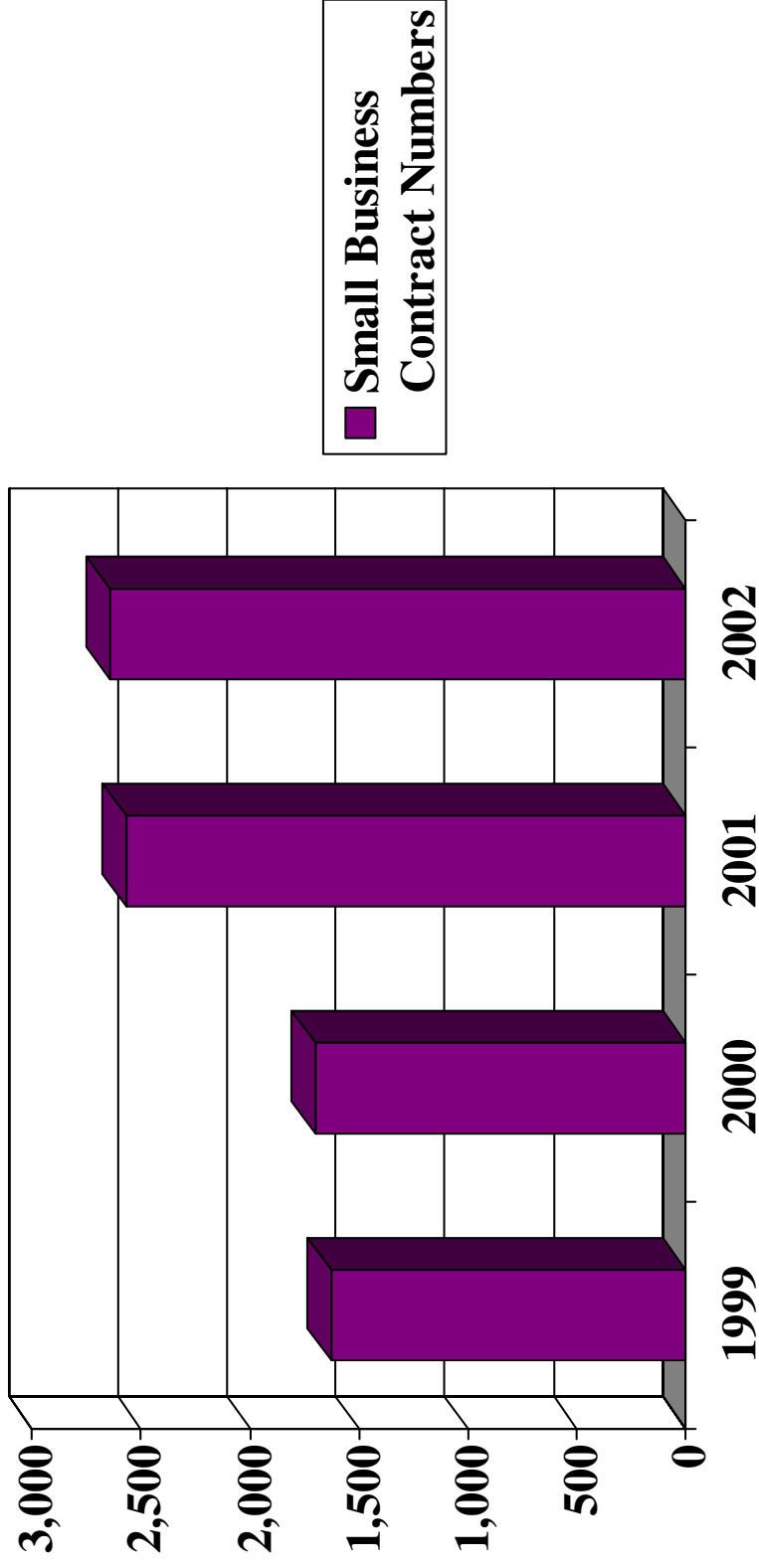
Number of Contracts to Small Businesses





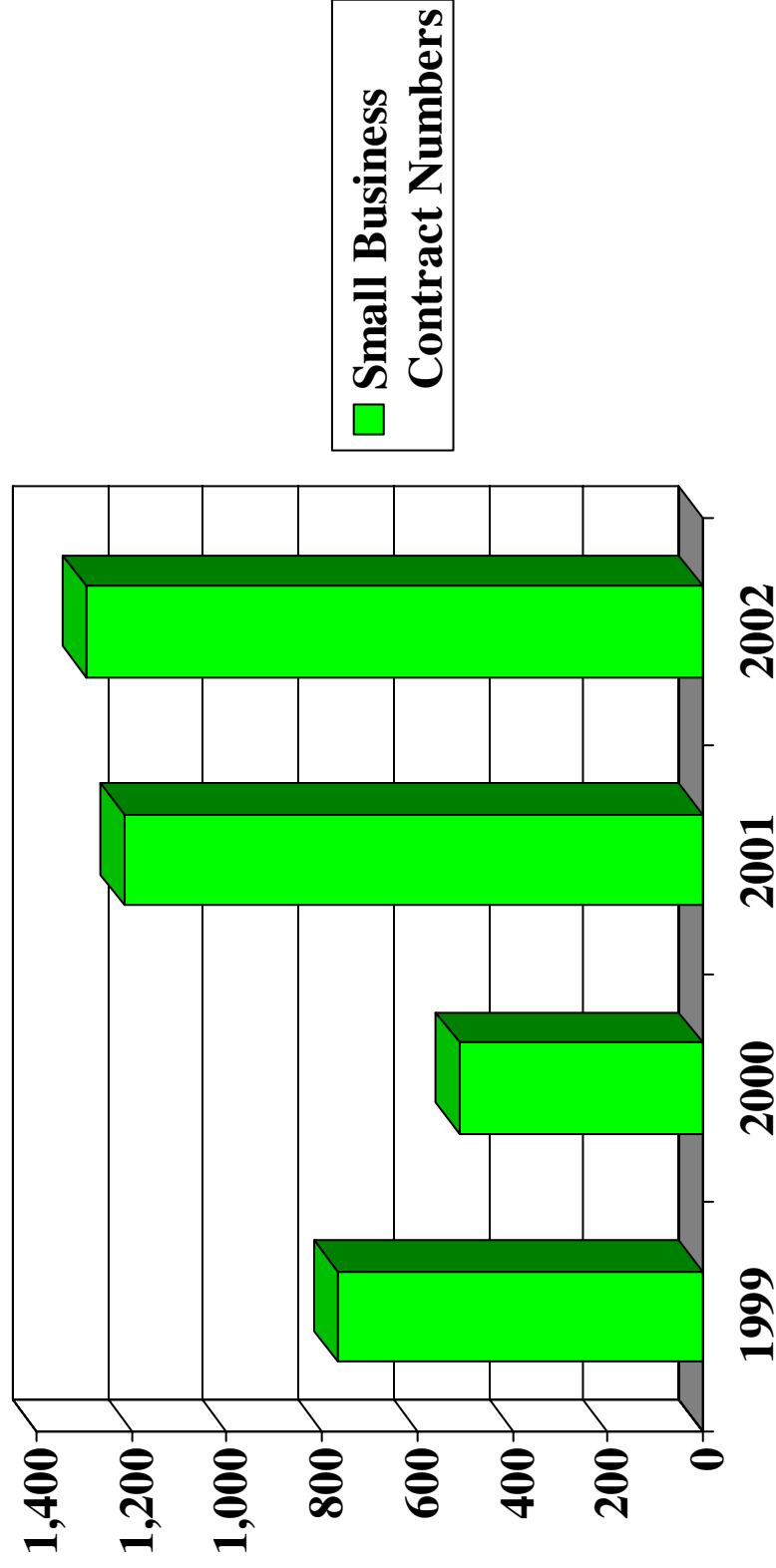
# U.S. Department of State

Number of Contracts to Small Disadvantaged Businesses



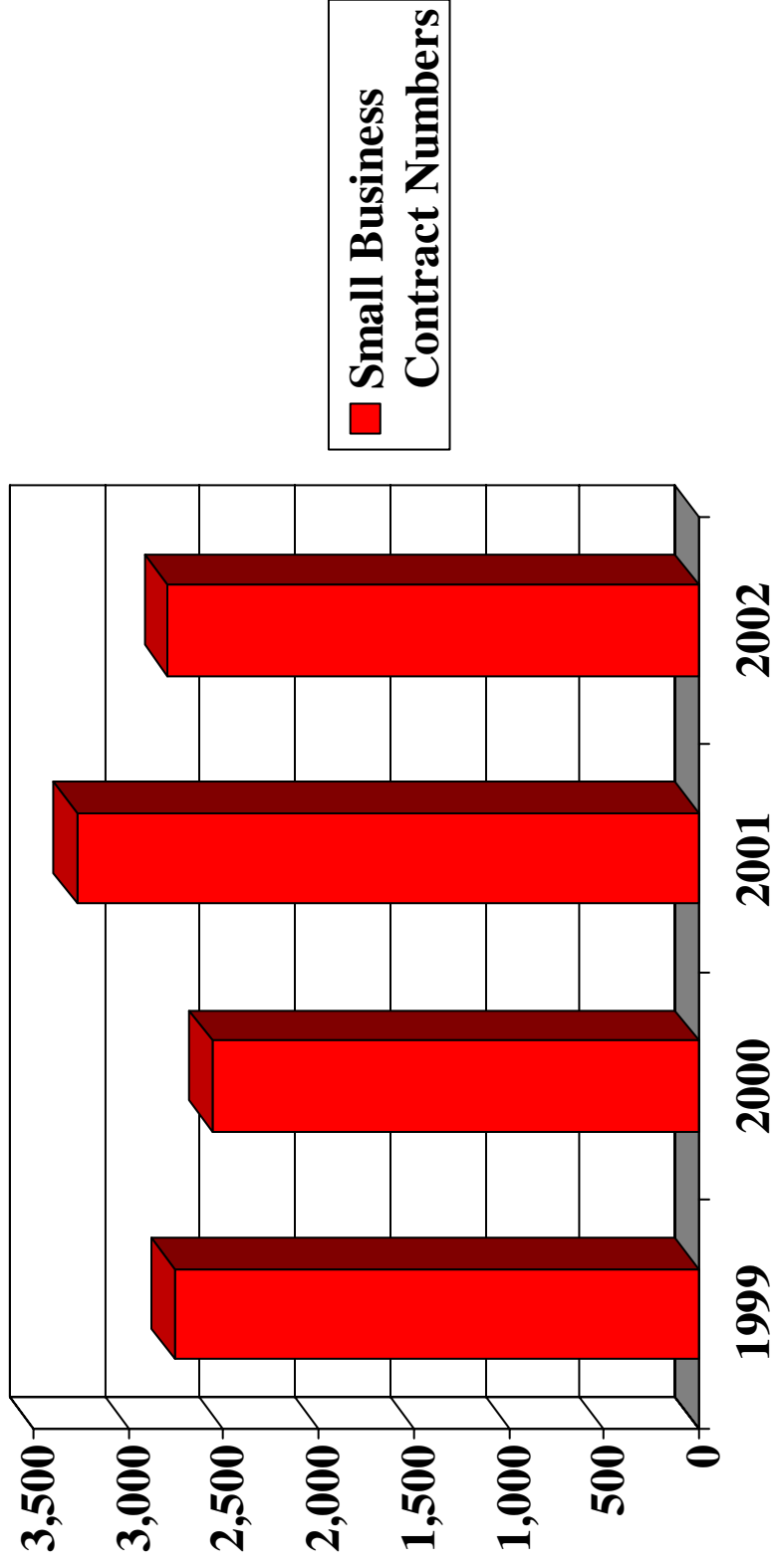
# U.S. Department of State

Number of Contracts to 8(a) Firms



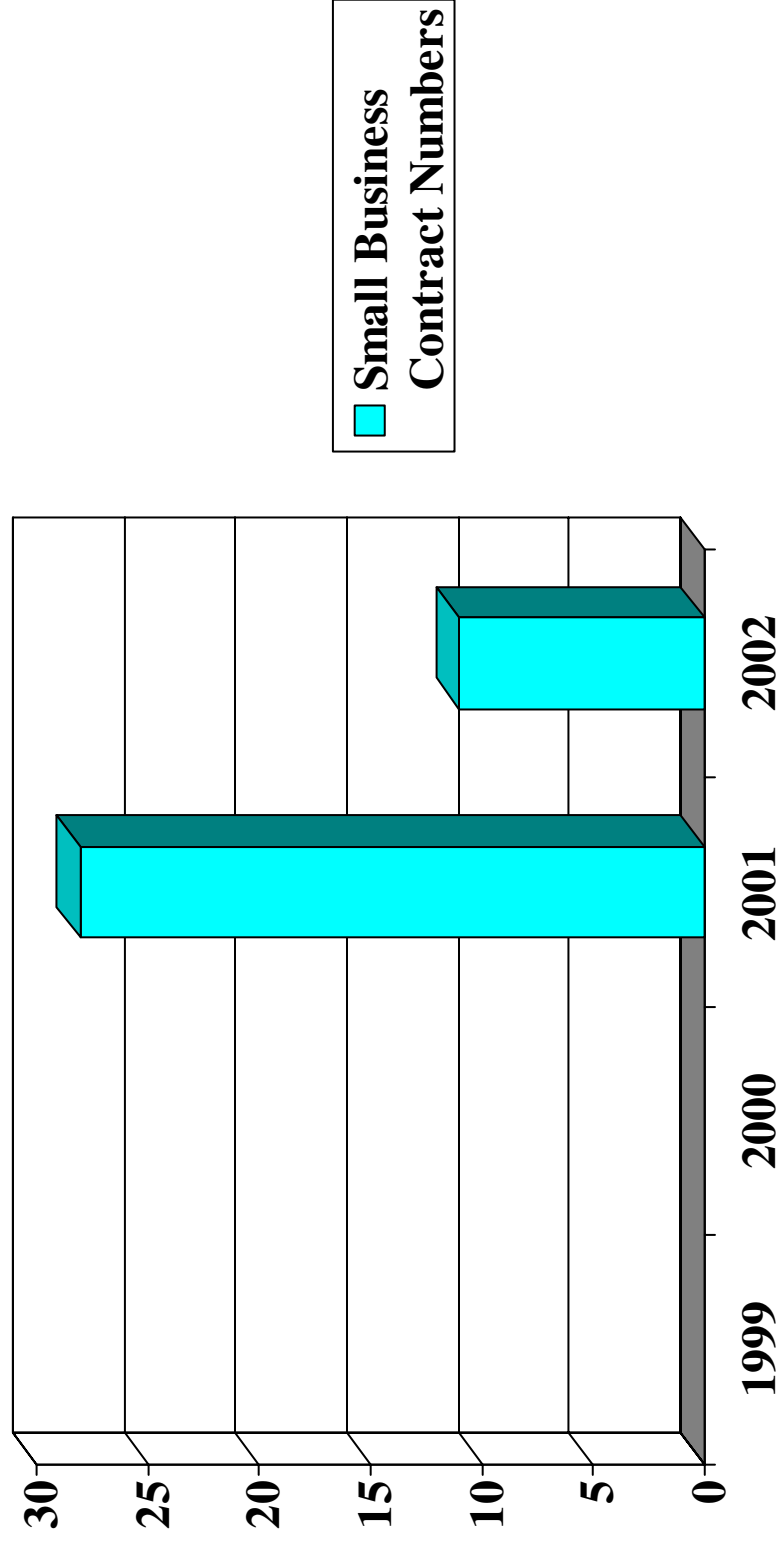
# U.S. Department of State

Number of Contracts to Women-Owned Businesses



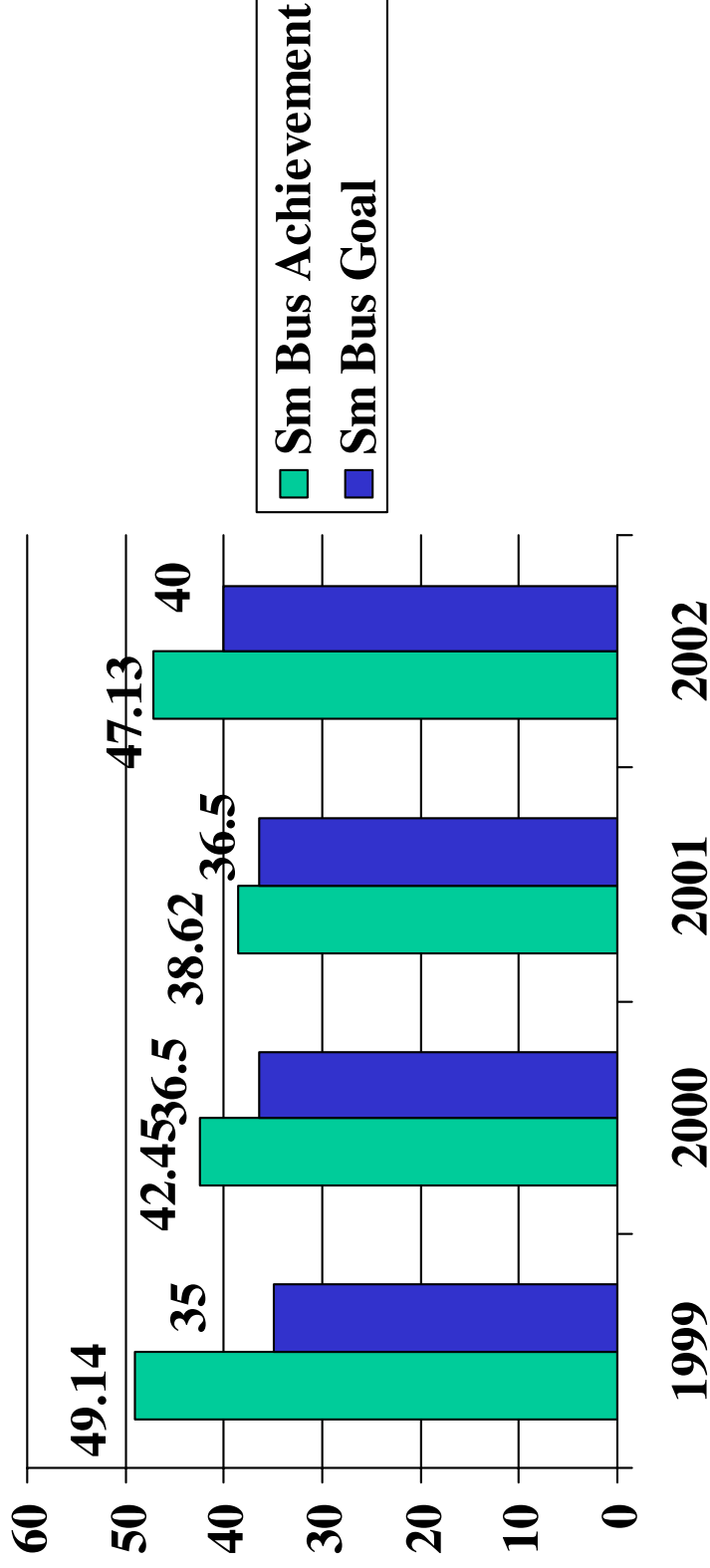
# U.S. Department of State

Number of Contracts to HUBZone Businesses



# Department of State

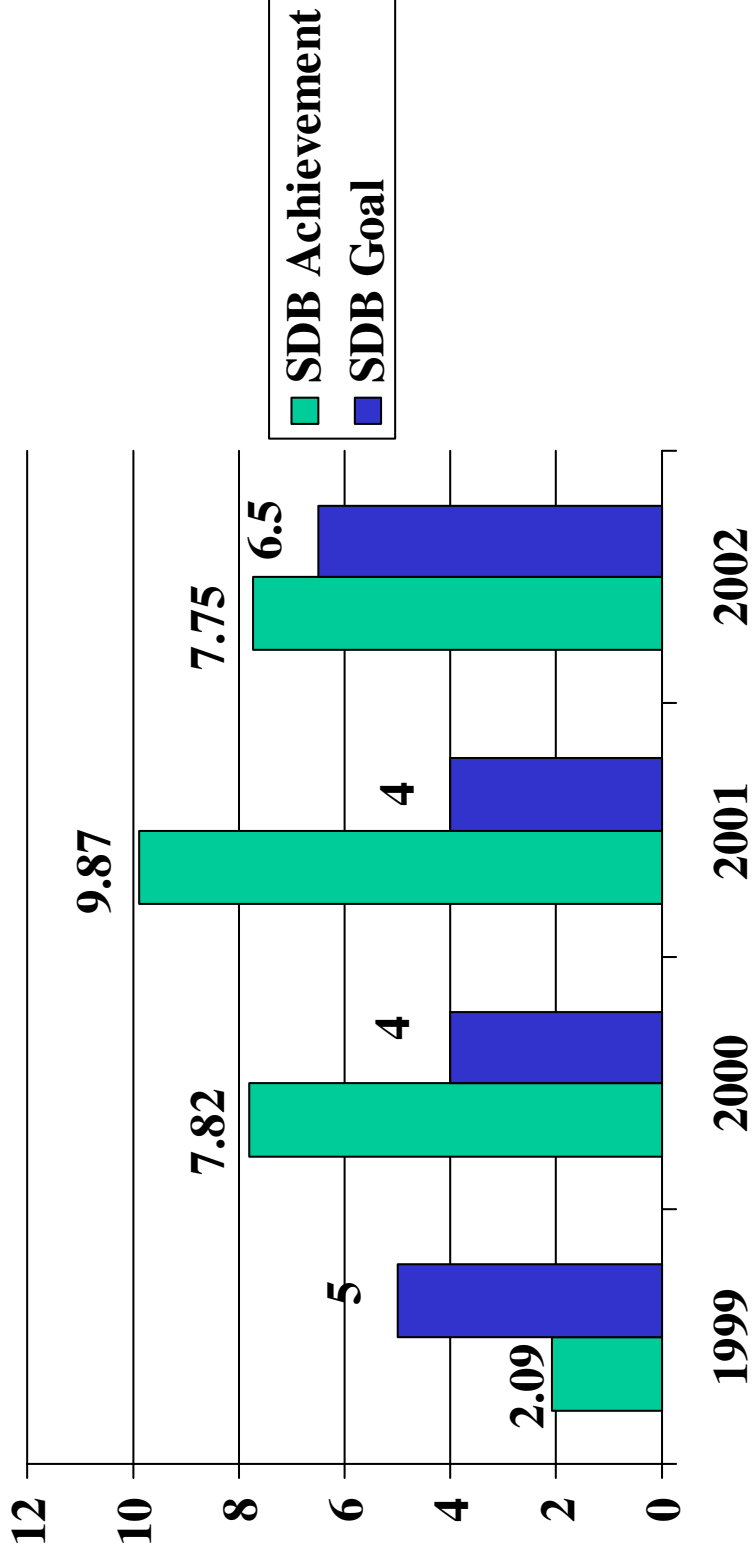
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of State

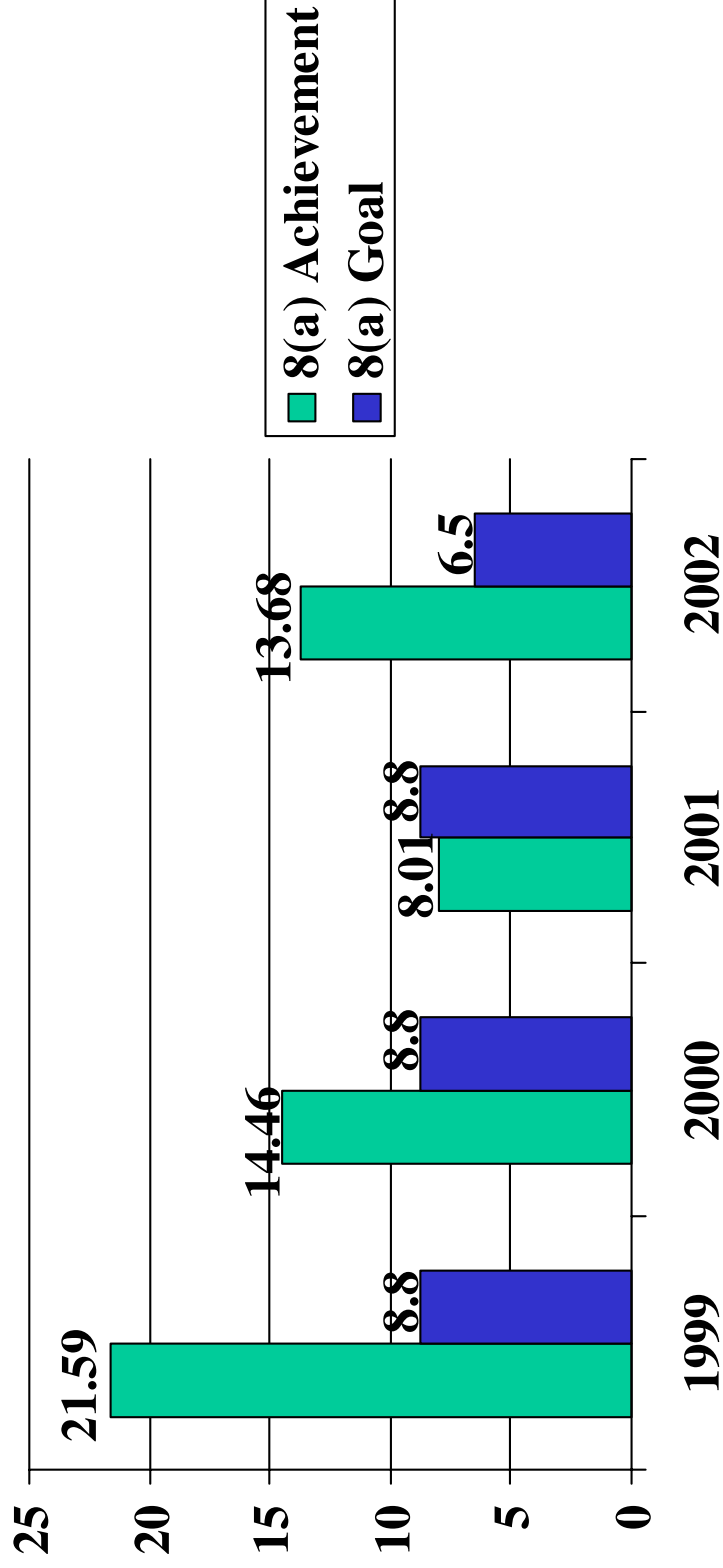
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of State

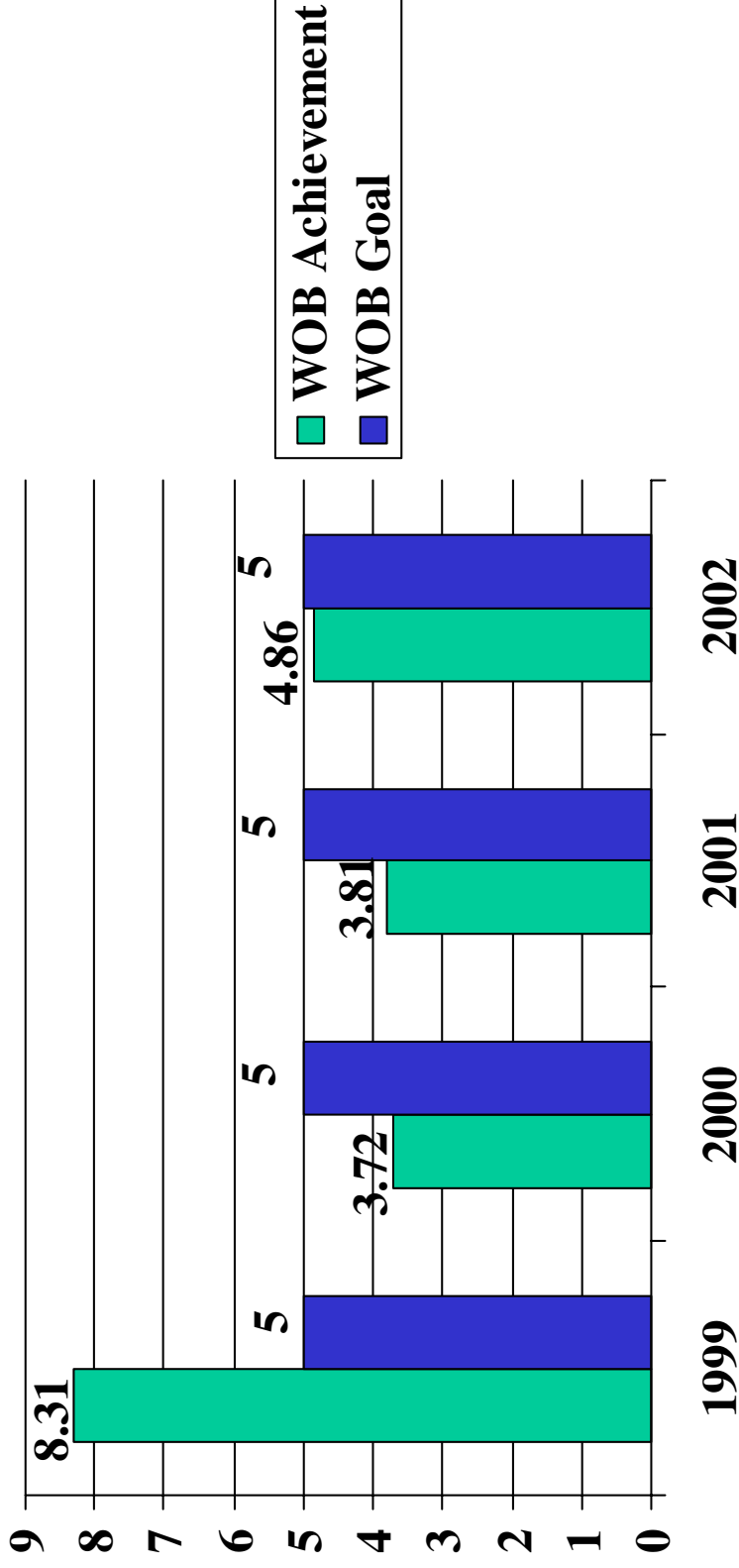
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of State

## Women-Owned Business Goal Achievement

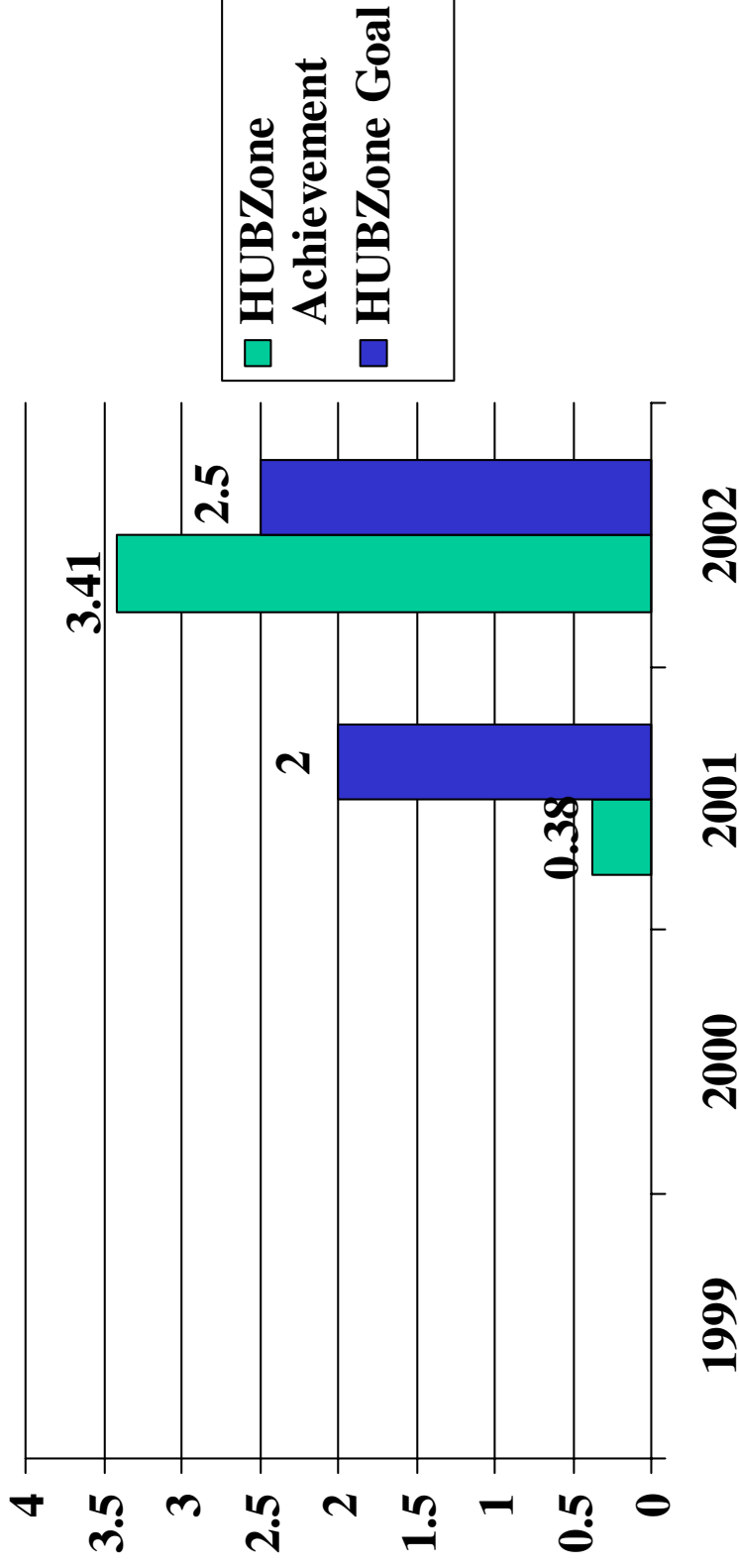


These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.



# Department of State

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Department of Commerce**

### **Procurement Dollar Analysis**

The Department of Commerce (Commerce) had procurement activity of \$1.17 billion in 1995. This decreased to \$977 million in 1996 and to \$905 million in 1997. Activity in 1998 grew to \$1.18 billion. In 1999, an increase occurred to \$1.2 billion. In 2000, Commerce showed an increase to \$1.91 billion. In 2001, Commerce had a decrease to \$1.19 billion. Based on 2002 figures, Commerce showed an increase to \$1.6 billion in procurement volume.

### **Numbers of Contracts**

#### **Small Business**

The number of Commerce contract actions with small businesses decreased from 34,863 in 1999, to 27,697 in 2000, and to 19,790 in 2001. In 2002, Commerce had 17,021 contract actions with small businesses – less than half the 1999 contract level.

#### **Small Disadvantaged Business**

Although Commerce increased its contract actions with small disadvantaged businesses from 1,444 in 1999 to 1,544 in 2000, Commerce showed a decrease in 2001 to 1,265. In 2002, Commerce had 1,255 contract actions with small disadvantaged businesses.

#### **8(a) Program**

The number of 8(a) contract actions by Commerce decreased from 1,205 in 1999, to 616 in 2000, and 527 in 2001. In 2002, Commerce had 681 contract actions with 8(a) firms.

#### **Women-Owned Business**

The number of contract actions with women-owned businesses by Commerce increased from 2,417 in 1999 to 2,821 in 2000. Commerce showed a decline in 2001 to 1,417 contract actions. In 2002, Commerce had 1,660 contract actions with women-owned businesses.

#### **HUBZone Small Business Concerns**

Commerce had 35 contract actions with HUBZone companies in 2001. In 2002, Commerce had 80 contract actions with HUBZone firms.

## Goal Achievement

### Small Business Goal

Commerce achieved its goal for doing business with small businesses in 1999, but failed to reach its goal in 2000. Commerce exceeded its goal in 2001. Based on figures for 2002, Commerce again exceeded its goal. Commerce achieved 51.56 percent, yet its goal was 35 percent. As Commerce surpassed its goal, the grade would normally be an "A."

	1999	2000	2001	2002
SB Goal	35	40	40	35
SB Achievement	40.83	33.61	49.2	51.56

Based on the first three years of this study, the average achievement was 41.21 percent. The average goal over the same period was 38.33 percent. As Commerce set an unreasonably low goal, the letter grade will be downgraded to a "B." For fiscal year 2003, Commerce has a small business goal of 35 percent.

### Small Disadvantaged Business Goal

Commerce exceeded its goal for contracting with small disadvantaged businesses from 1999 through 2001. Based on figures for 2002, Commerce again surpassed its small disadvantaged business goal. Commerce achieved 9.61 percent, while its goal was 6.56 percent. As Commerce exceeded its goal, the grade would normally be an "A."

	1999	2000	2001	2002
SDB Goal	5	6	6	6.56
SDB Achievement	6.89	9.65	11.78	9.61

Based on the first three years of this study, the average achievement was 9.44 percent. The average goal over the same period was 5.67 percent. As Commerce set an unreasonably low goal, the letter grade will be downgraded to a "B." For fiscal year 2003, Commerce has a small disadvantaged business goal of 6.56 percent.

### 8(a) Program Goal

Commerce did not achieve its 8(a) Program goal from 1999 through 2001. Based on figures for 2002, Commerce exceeded its 8(a) goal. Commerce achieved 7.87 percent, while its goal was 6.56 percent. As Commerce exceeded its goal, the grade will be an “A.” Commerce has an 8(a) Program goal for fiscal year 2003 of 6.56 percent.

### Women-Owned Business Goal

Commerce exceeded its women-owned business goal in 1999, 2000, and 2001. Based on figures for 2002, Commerce again surpassed its goal. Commerce achieved 8.45 percent, while its goal was 6.28 percent. As Commerce exceeded its goal, the grade will be an “A.” Commerce has a women-owned business goal of 6.28 percent for fiscal year 2003.

### HUBZone Small Business Concern Goal

Commerce did not achieve its HUBZone goal in 2001. Based on figures for 2002, Commerce again did not reach its HUBZone goal. Commerce achieved 1.09 percent, however its goal was 2.5 percent. As Commerce achieved 44 percent of its goal, the grade will be an “F.” Commerce has a HUBZone business goal of 3 percent for fiscal year 2003.

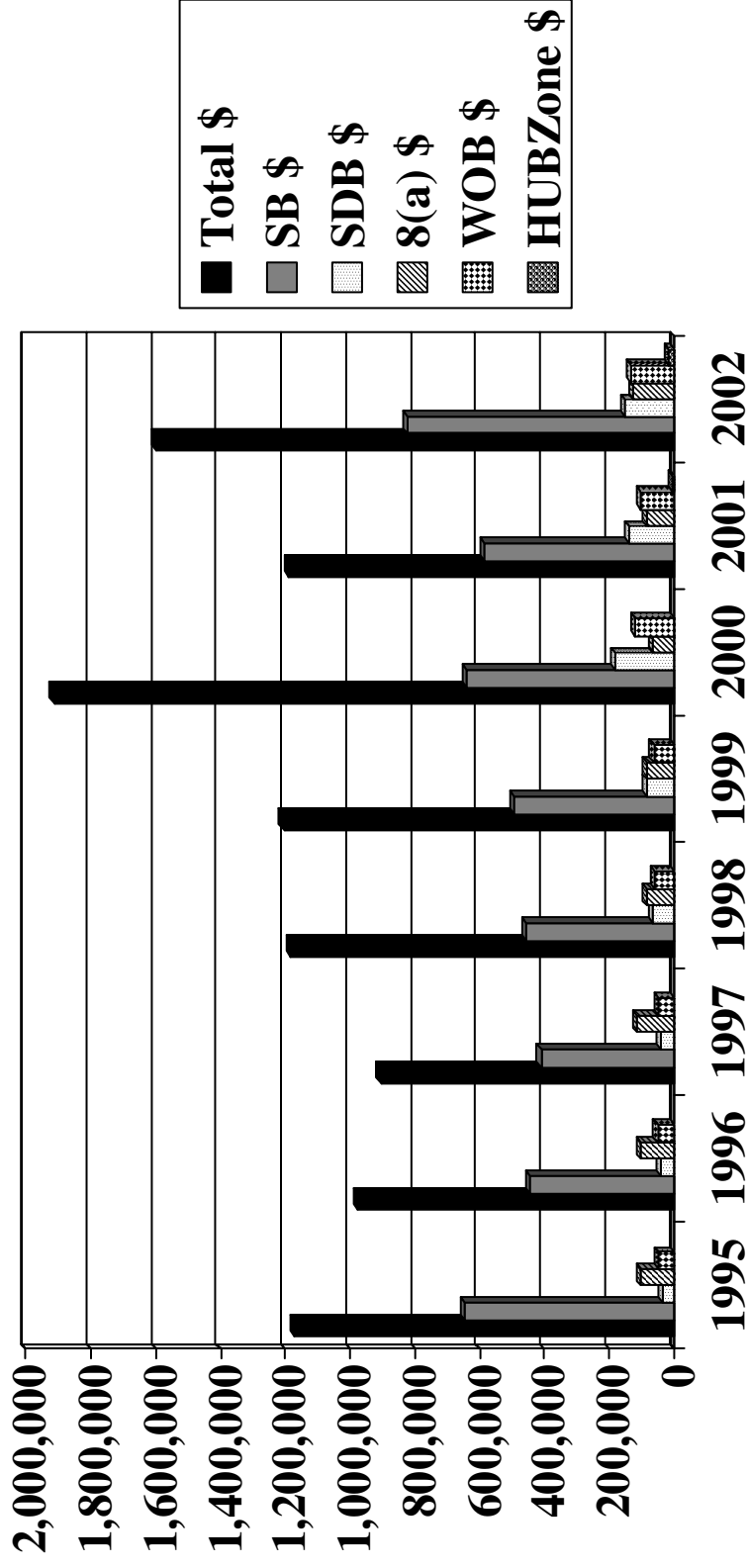
### Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	B 3 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	A 4 points
HUBZone Goal	F 0 points
Average Grade	C 2.8 points

With a “B” in the Small Business Goal, a “B” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, an “A” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the U.S. Department of Commerce has an overall point total of 2.8 points, for a grade of “C.”

# Department of Commerce

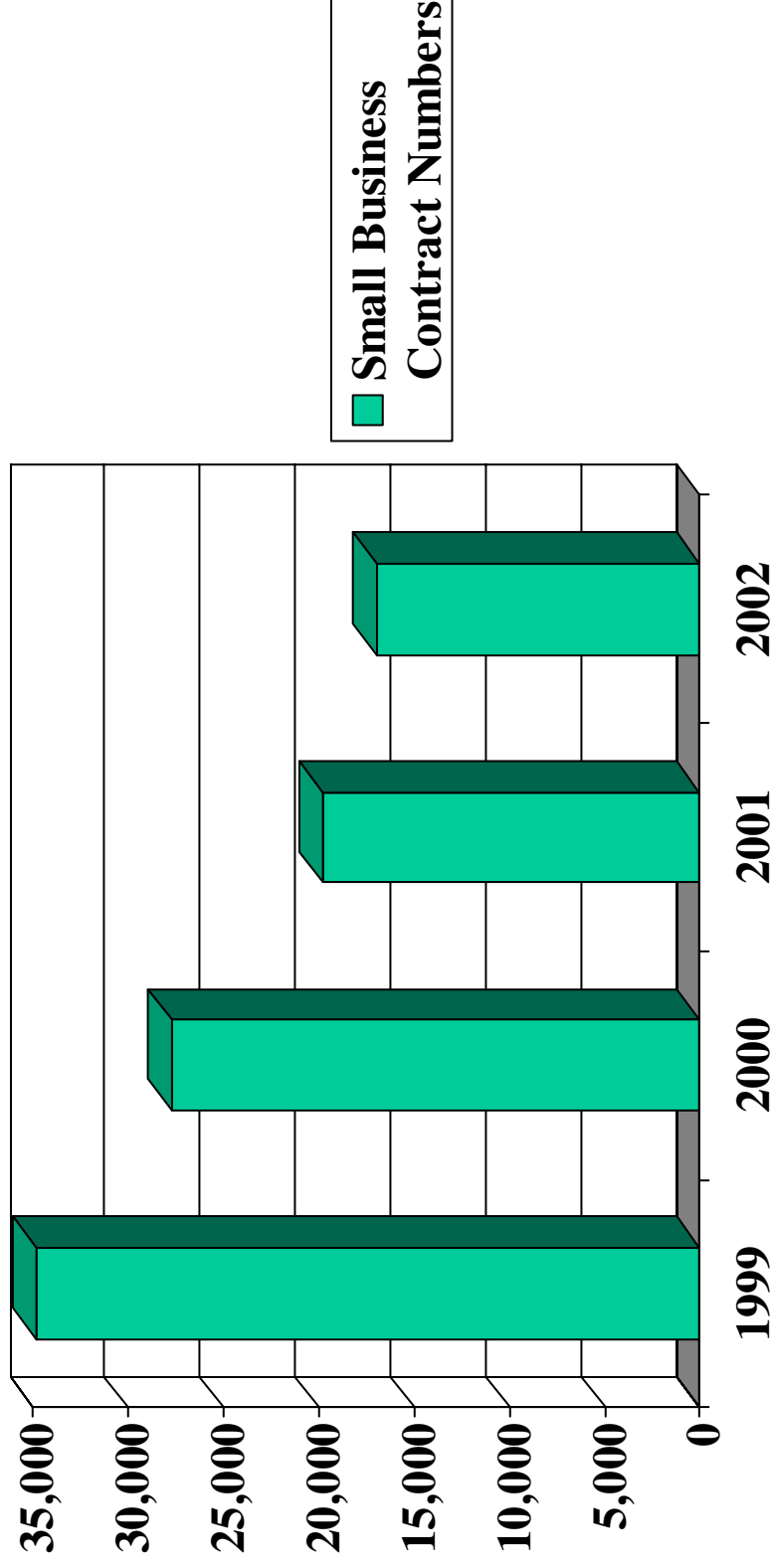
## Procurement Dollars



Dollars are expressed in millions.

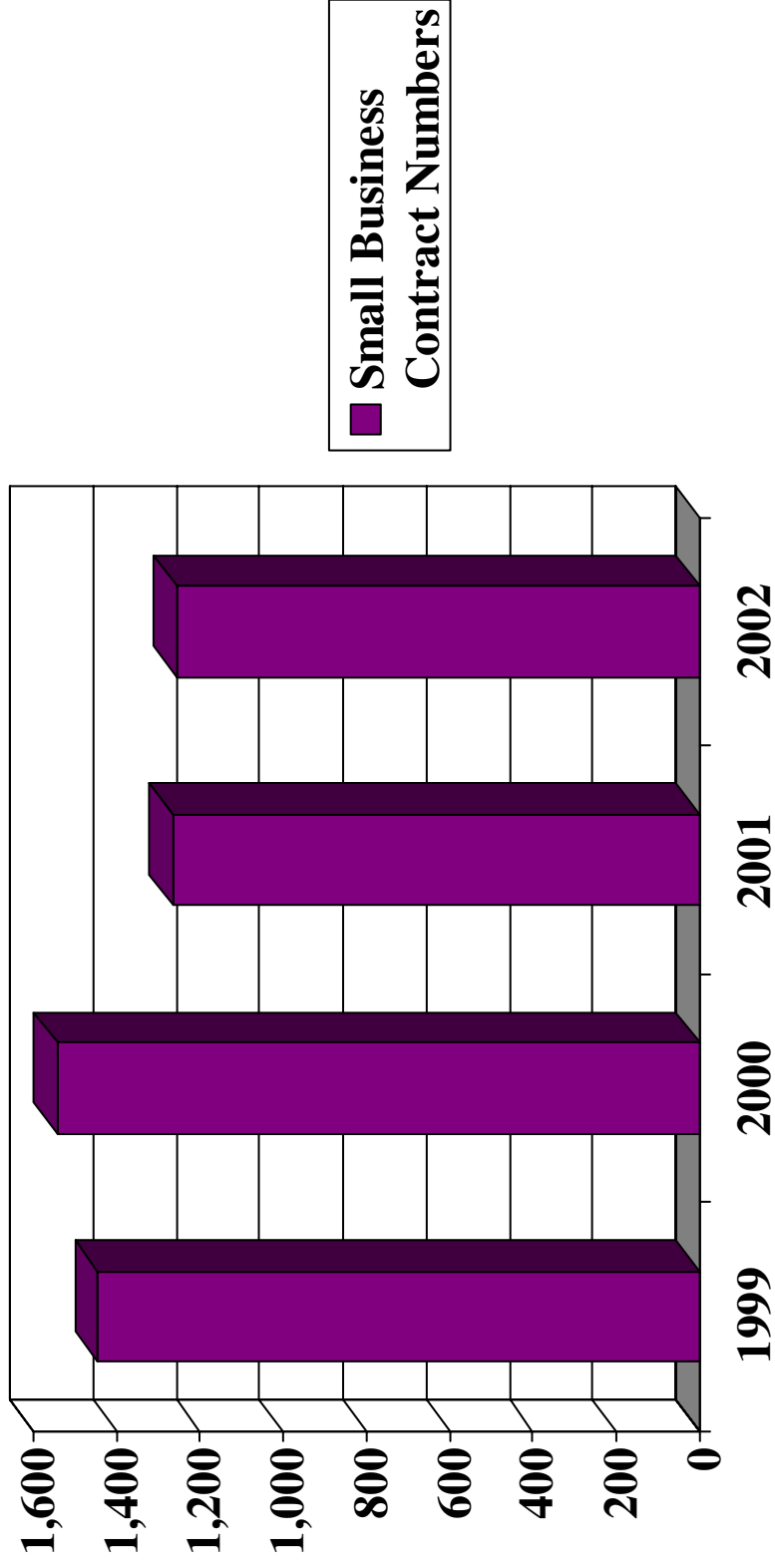
# U.S. Department of Commerce

## Number of Contracts to Small Businesses



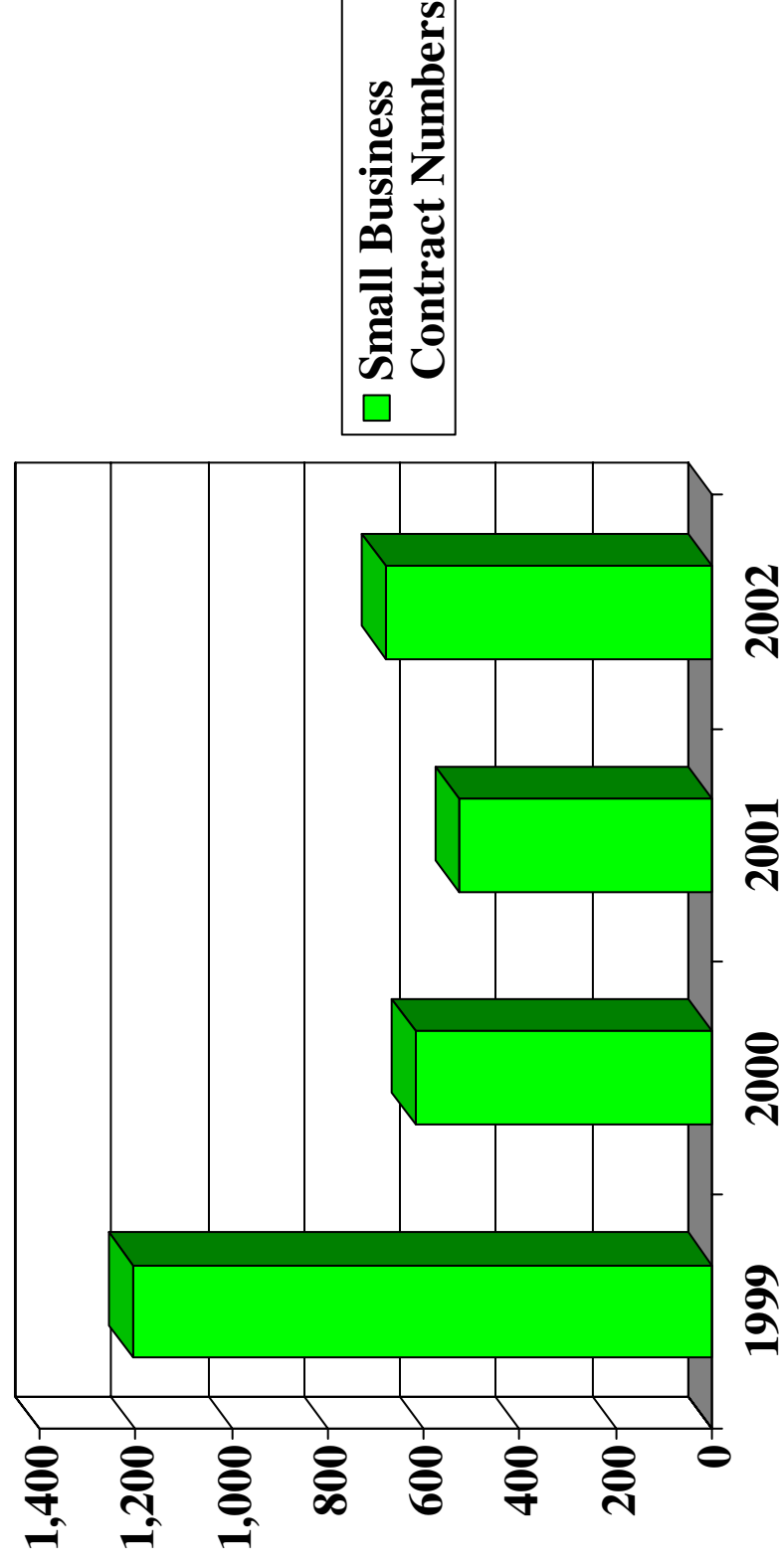
# U.S. Department of Commerce

## Number of Contracts to Small Disadvantaged Businesses



# U.S. Department of Commerce

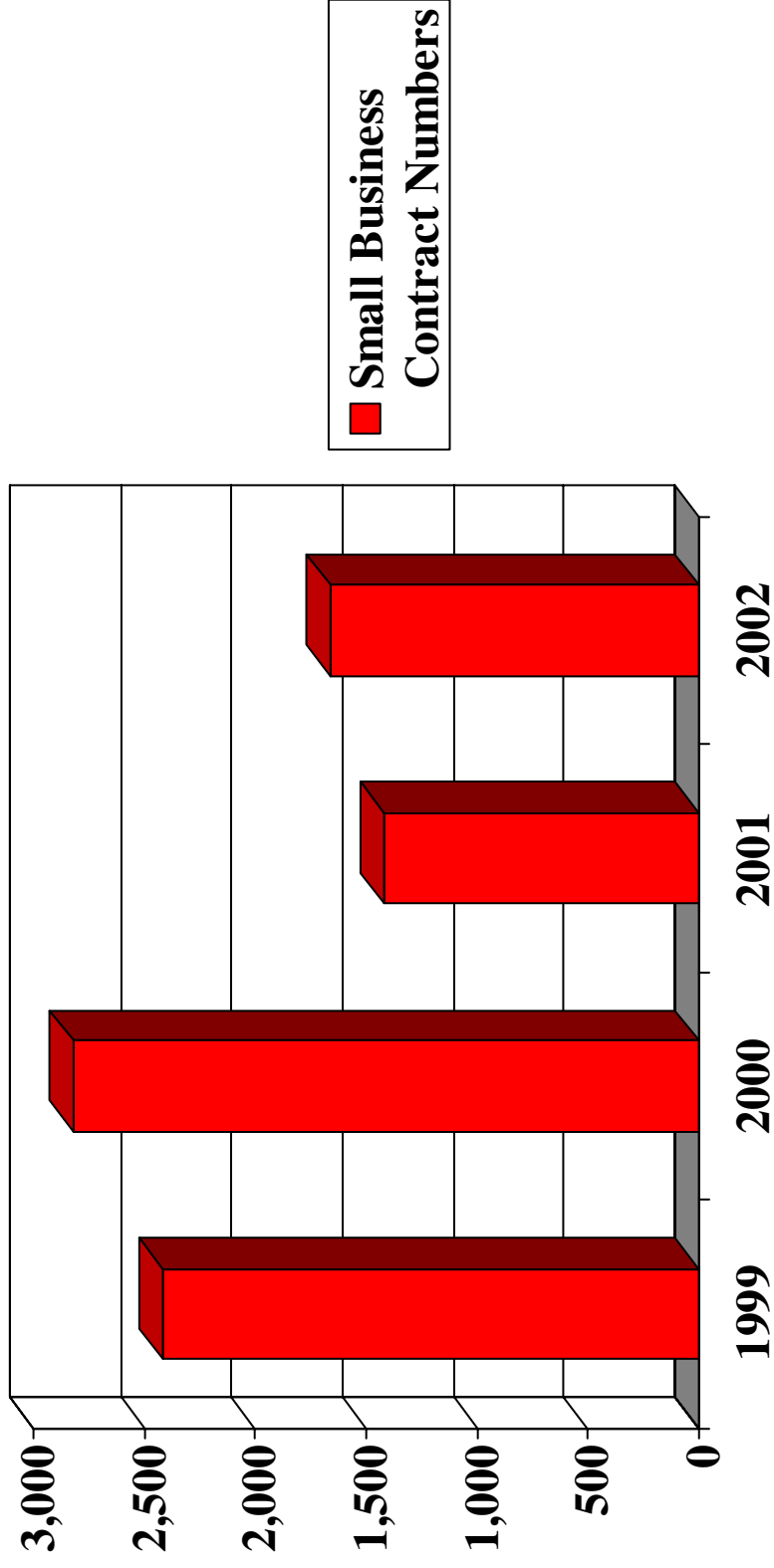
Number of Contracts to 8(a) Firms





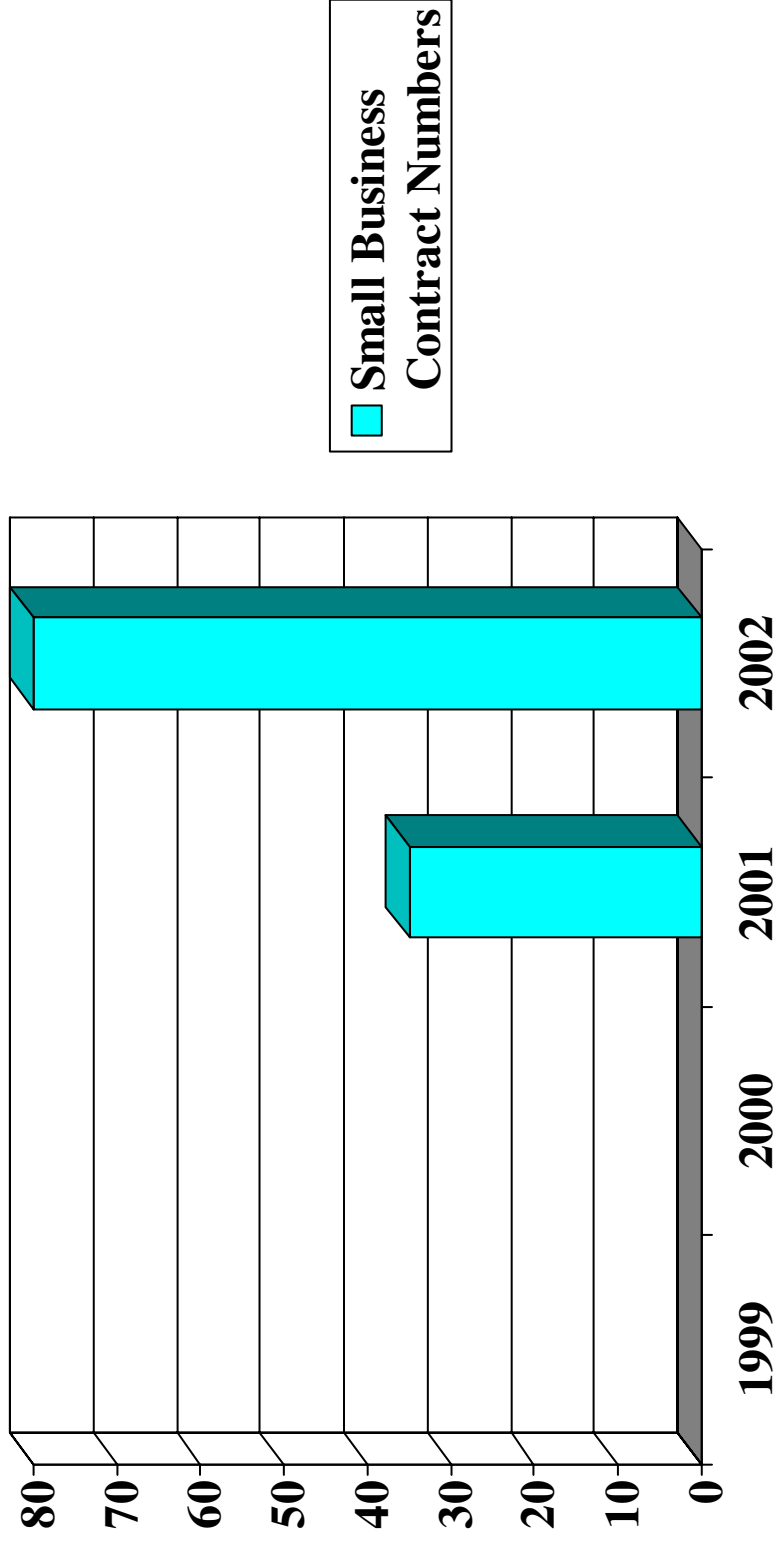
# U.S. Department of Commerce

Number of Contracts to Women-Owned Businesses



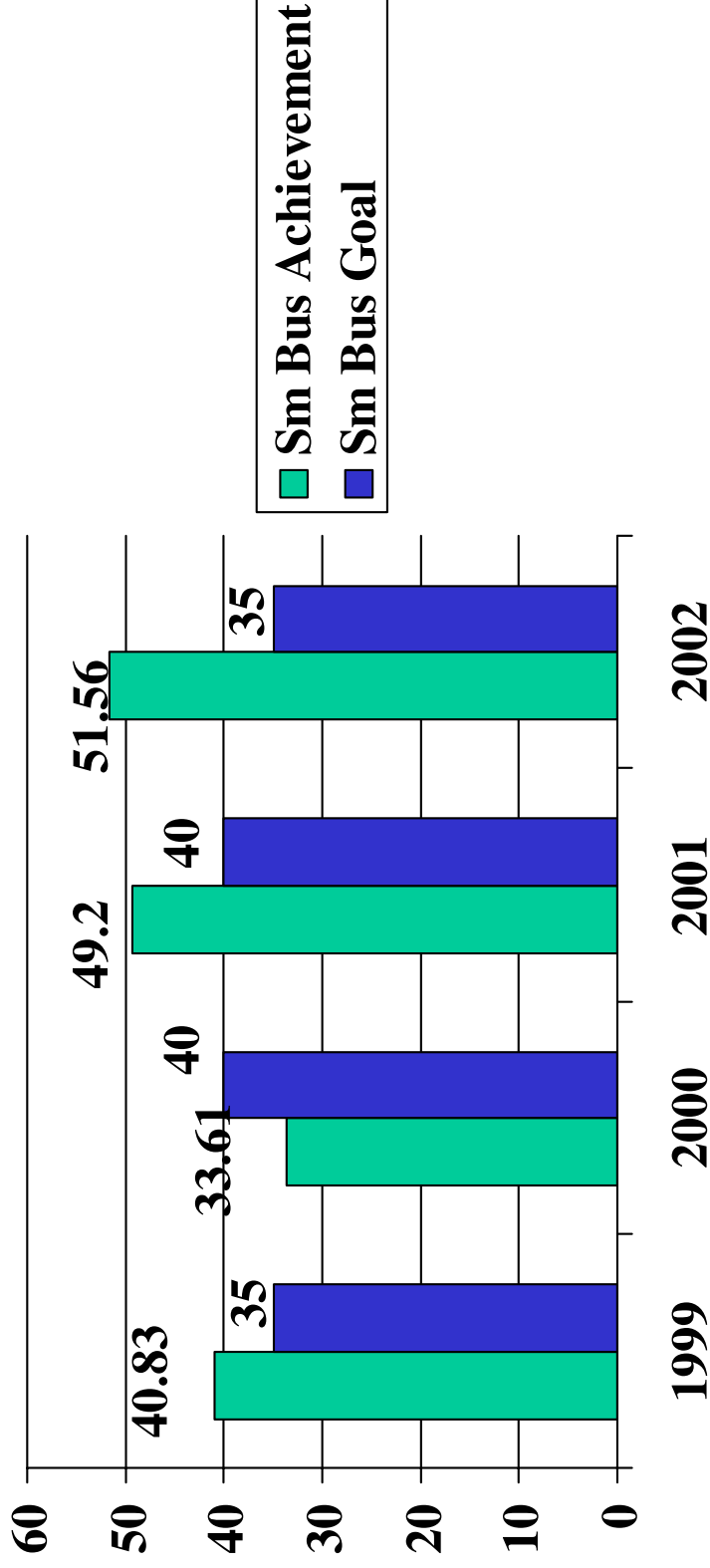
# U.S. Department of Commerce

Number of Contracts to HUBZone Businesses



# Department of Commerce

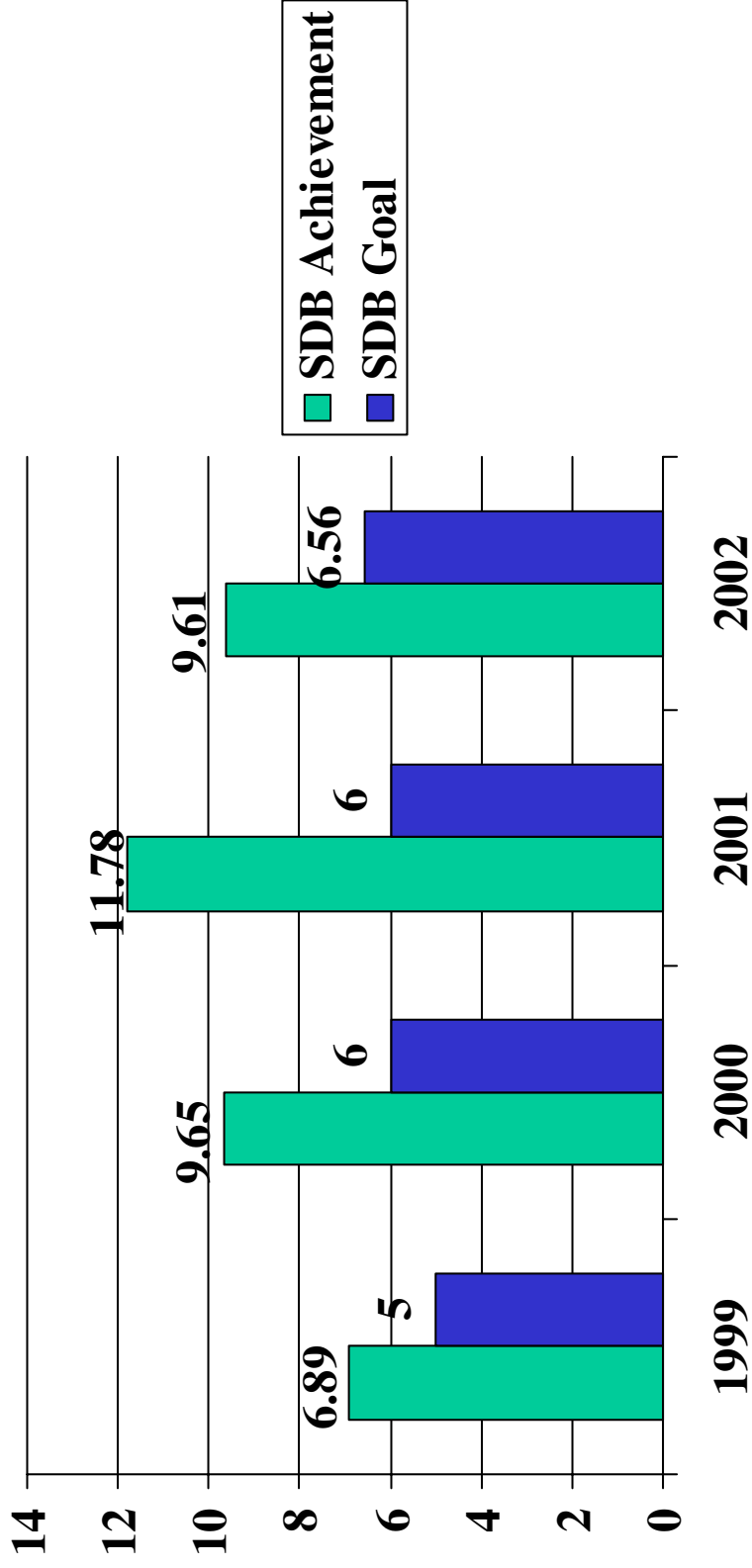
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of Commerce

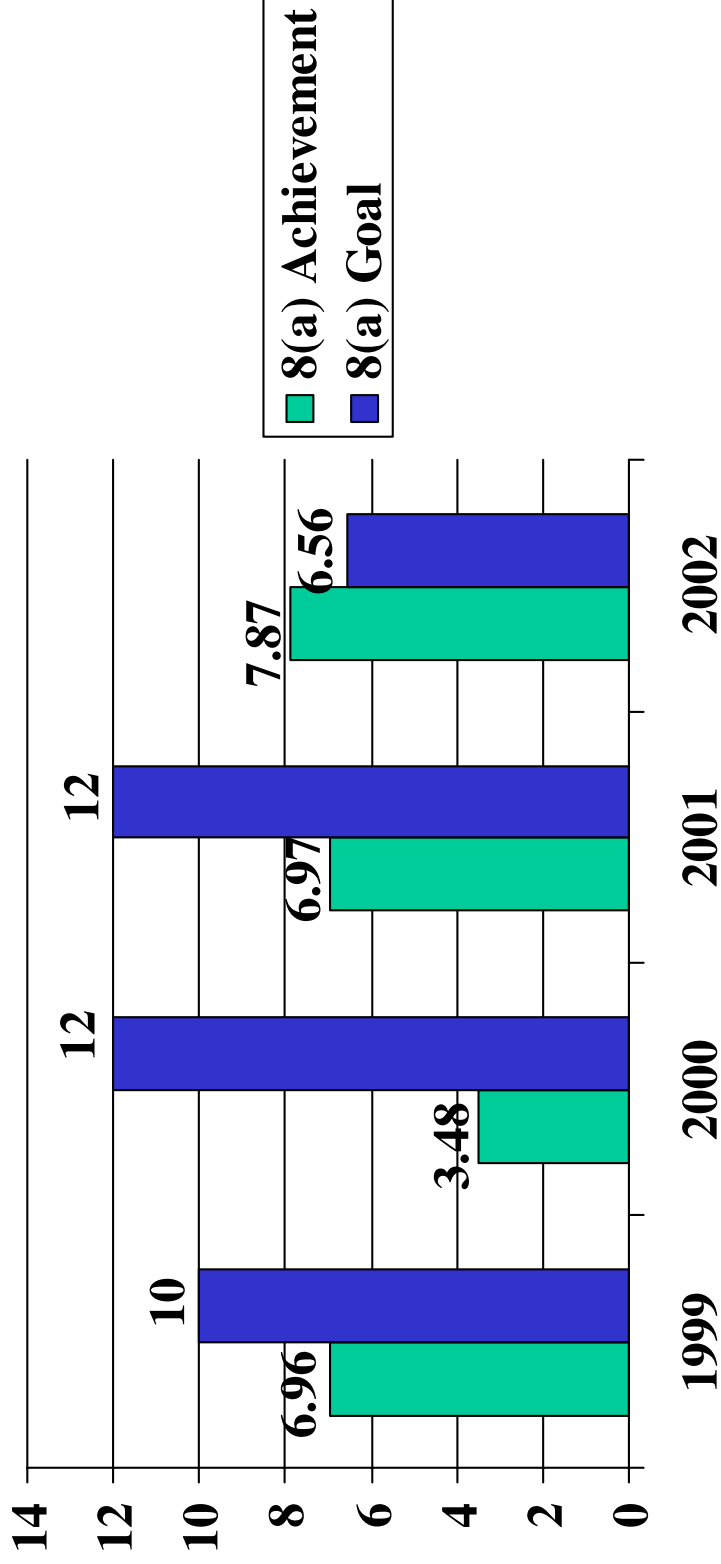
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of Commerce

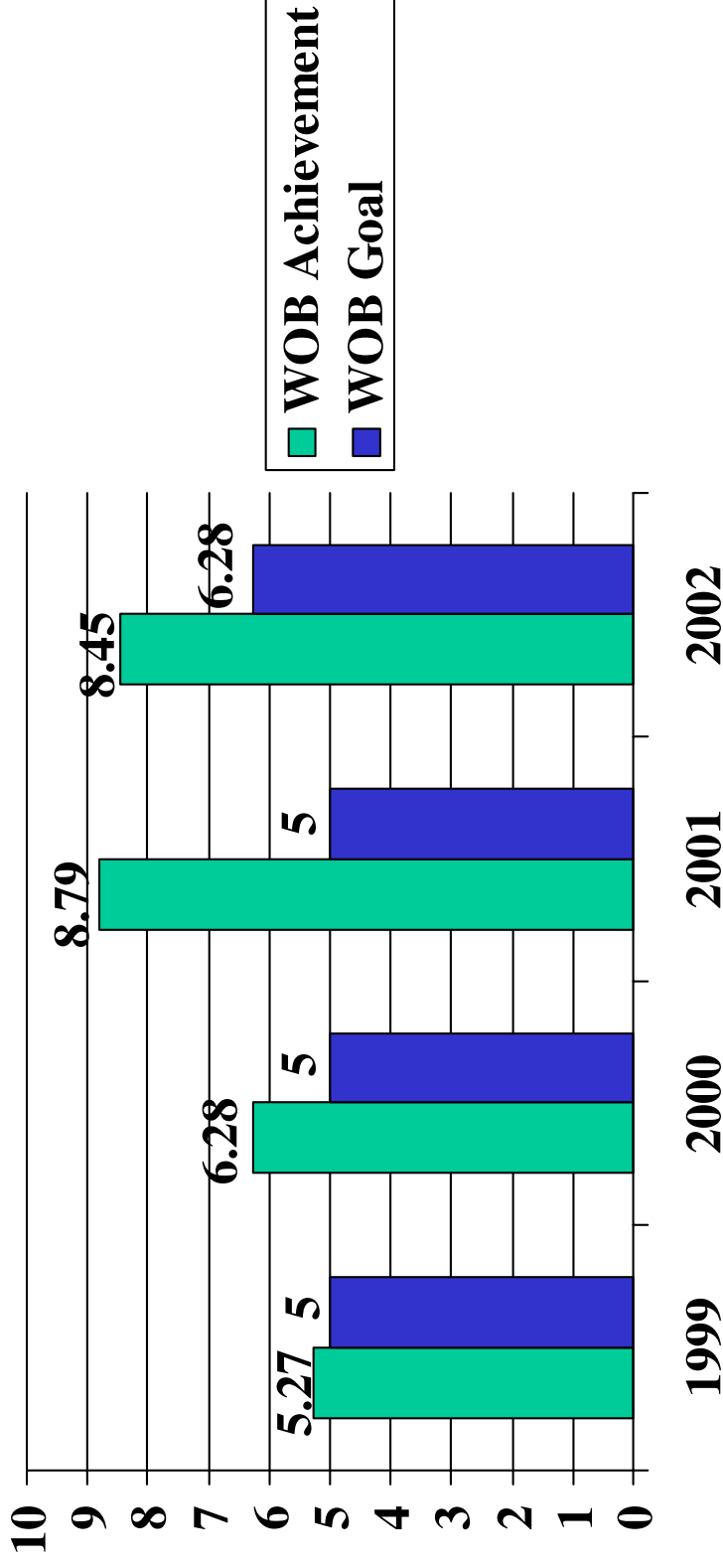
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of Commerce

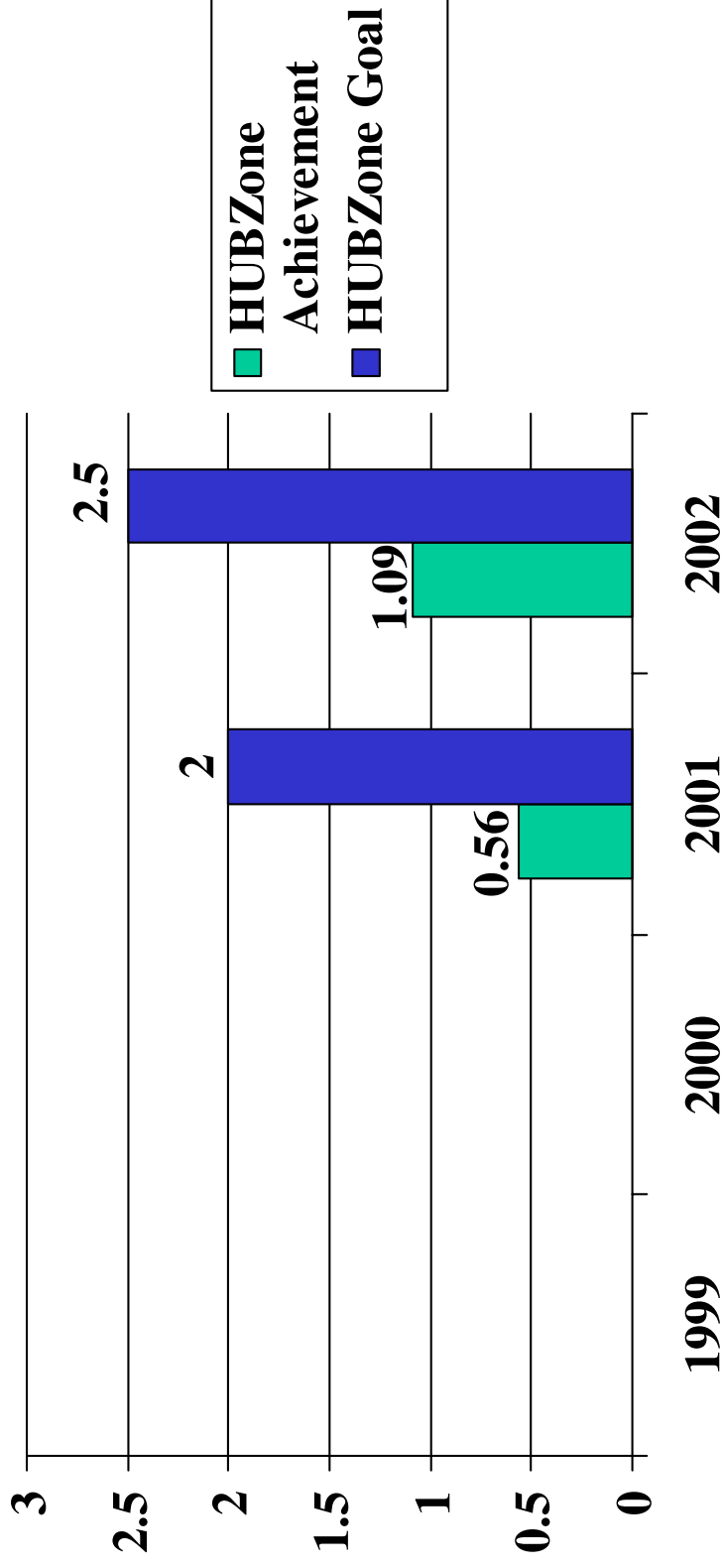
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of Commerce

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

# **Environmental Protection Agency**

## **Procurement Dollar Analysis**

In 1995, the Environmental Protection Agency (EPA) had procurement activity of \$1.168 billion. An increase occurred in 1996 to \$1.172 billion. A decrease took place in 1997 to \$1.04 billion. In 1998, procurement activity began to return to the 1995 level with \$1.11 billion. In 1999, EPA showed continued to increase with nearly \$1.29 billion. Figures for 2000 show a decrease in procurement activity to \$991.6 million. EPA had \$1.11 billion in procurement activity in 2001. For 2002, EPA had contracting volume of \$1.34 billion.

## **Numbers of Contracts**

### **Small Business**

The number of contract actions with small businesses by EPA decreased from 11,352 in 1999, to 8,575 in 2000, and 7,303 in 2001. In 2002, EPA had 7,922 contract actions with small firms.

### **Small Disadvantaged Business**

The number of EPA contract actions with small disadvantaged businesses decreased from 1,520 in 1999 to 475 in 2000. EPA had 823 contract actions with small disadvantaged businesses in 2001. In 2001, EPA had 329 contract actions with small disadvantaged businesses, approximately one-fifth the 1999 level.

### **8(a) Program**

The number of contract actions with 8(a) companies by EPA increased from 426 in 1999, to 795 in 2000, and 1,163 in 2001. In 2002, EPA had 1,040 contract actions with 8(a) companies.

### **Women-Owned Business**

EPA contract actions with women-owned businesses decreased from 1,205 in 1999 to 856 in 2000. EPA had 1,032 contract actions with women-owned firms in 2001. In 2002, EPA again dropped to 906 contract actions with women-owned companies.

### **HUBZone Small Business Concerns**

EPA had 49 contract actions with HUBZone companies in 2001. In 2002, EPA had 47 contract actions with HUBZone firms.



## Goal Achievement

### Small Business Goal

EPA exceeded its small business goal from 1999 through 2001. Based on figures for 2002, EPA again surpassed its small business goal. EPA achieved 29.13 percent, while its goal was 23.5 percent. Normally the grade would be an “A.”

	1999	2000	2001	2002
SB Goal	23	23.5	23.5	23.5
SB Achievement	26.97	25.56	26.05	29.13

Based on the first three years of this study, the average achievement was 26.19 percent. The average goal over the same period was 23.33 percent. As EPA set an unreasonably low goal for 2002, the grade would normally be dropped to a “B.” However, as EPA has established an unreasonably low goal for the past two years, the grade will be dropped to a “C.” Further, as EPA has set an unreasonably low goal for the past three years, EPA will be downgraded again to a “D.” EPA’s small business goal for fiscal year 2003 is 23.5 percent.

### Small Disadvantaged Business Goal

EPA exceeded its small disadvantaged business goal in 1999, but did not achieve its goal in 2000 or 2001. Based on figures for 2002, EPA again did not reach its goal. EPA achieved 3.01 percent, yet its goal was 4.75 percent. As EPA achieved 63.4 percent of its goal, the grade would normally be a “D.” However, based on the fact that EPA has a lower goal than the 5 percent mandated goal, EPA will be further downgraded to an “F.” As EPA has set a goal below the statutory goal for the past two years, EPA would be further downgraded. And, as EPA has set a goal below the statutory goal for the past three years, EPA again would be downgraded. For fiscal year 2003, EPA has a small disadvantaged business goal of 4.75 percent.

### 8(a) Program Goal

EPA did not achieve its 8(a) Program goal in 1999, but exceeded its goal in 2000 and 2001. Based on figures for 2002, EPA again surpassed its 8(a) Program goal. EPA achieved 6.13 percent, while its goal was 4.75 percent. As EPA exceeded its goal, the grade will be an “A.” EPA has an 8(a) Program goal for fiscal year 2003 of 4.75 percent.

### Women-Owned Business Goal

EPA did not accomplish its women-owned business goal from 1999 through 2001. Based on figures for 2002, EPA again did not achieve its goal. EPA accomplished 3.49 percent, while its goal was 5 percent. As EPA achieved 69.8 percent of its goal, the grade will be a “D.” EPA has a women-owned business goal of 5 percent for fiscal year 2003.

### HUBZone Small Business Concern Goal

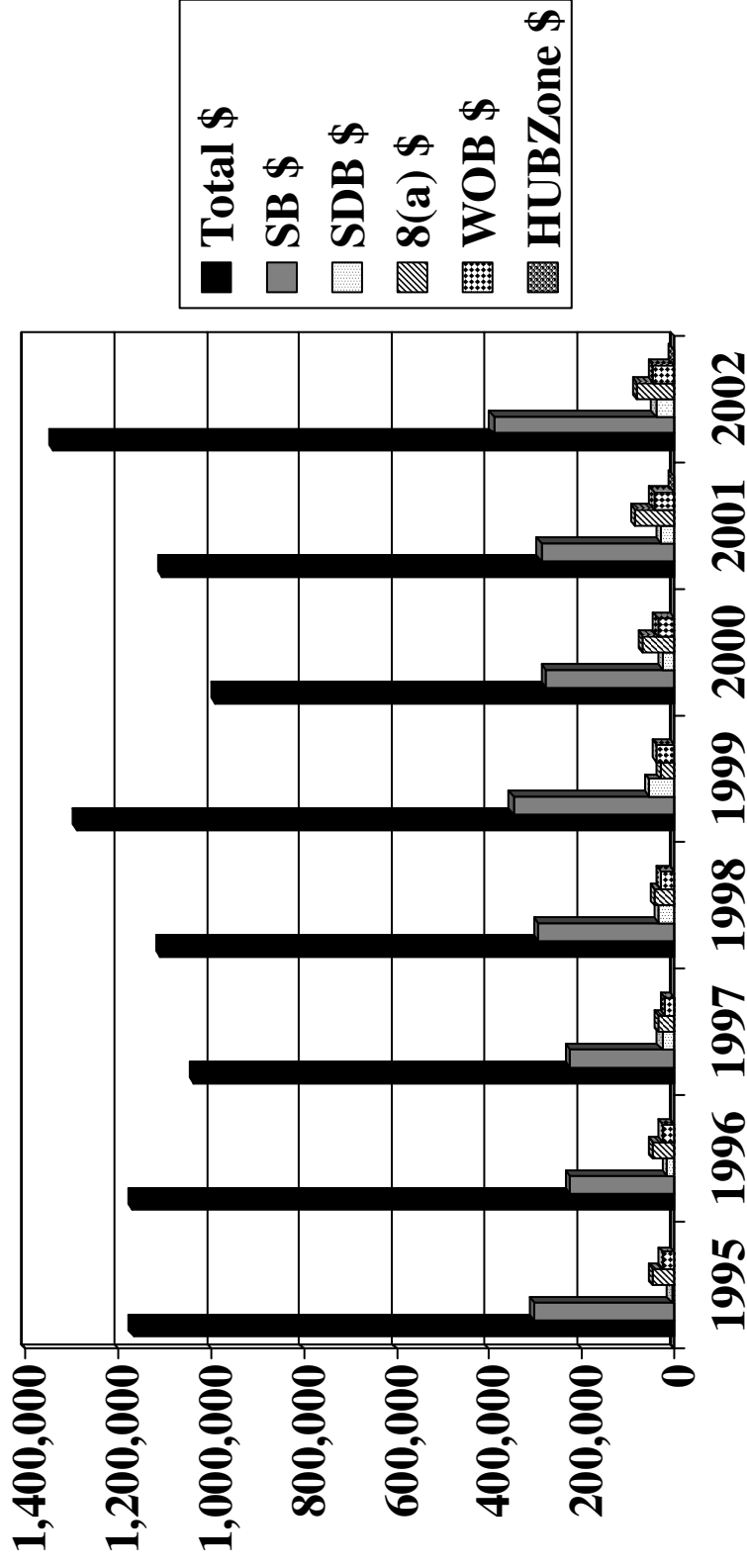
EPA did not accomplish its HUBZone goal in 2001. Based on figures for 2002, EPA again did not achieve its goal. EPA accomplished 0.11 percent, however its goal was 2.5 percent. As EPA achieved 4.4 percent of its goal, the grade will be an “F.” EPA has a HUBZone business goal of 3 percent for fiscal year 2003.

### Overall Grade

Small Business Goal	D 1 point
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	D 1 point
HUBZone Goal	F 0 points
Average Grade	D- 1.2 points

With a “D” in the Small Business Goal, an “F” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, a “D” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Environmental Protection Agency has an overall point total of 1.2 points, for a grade of “D-.”

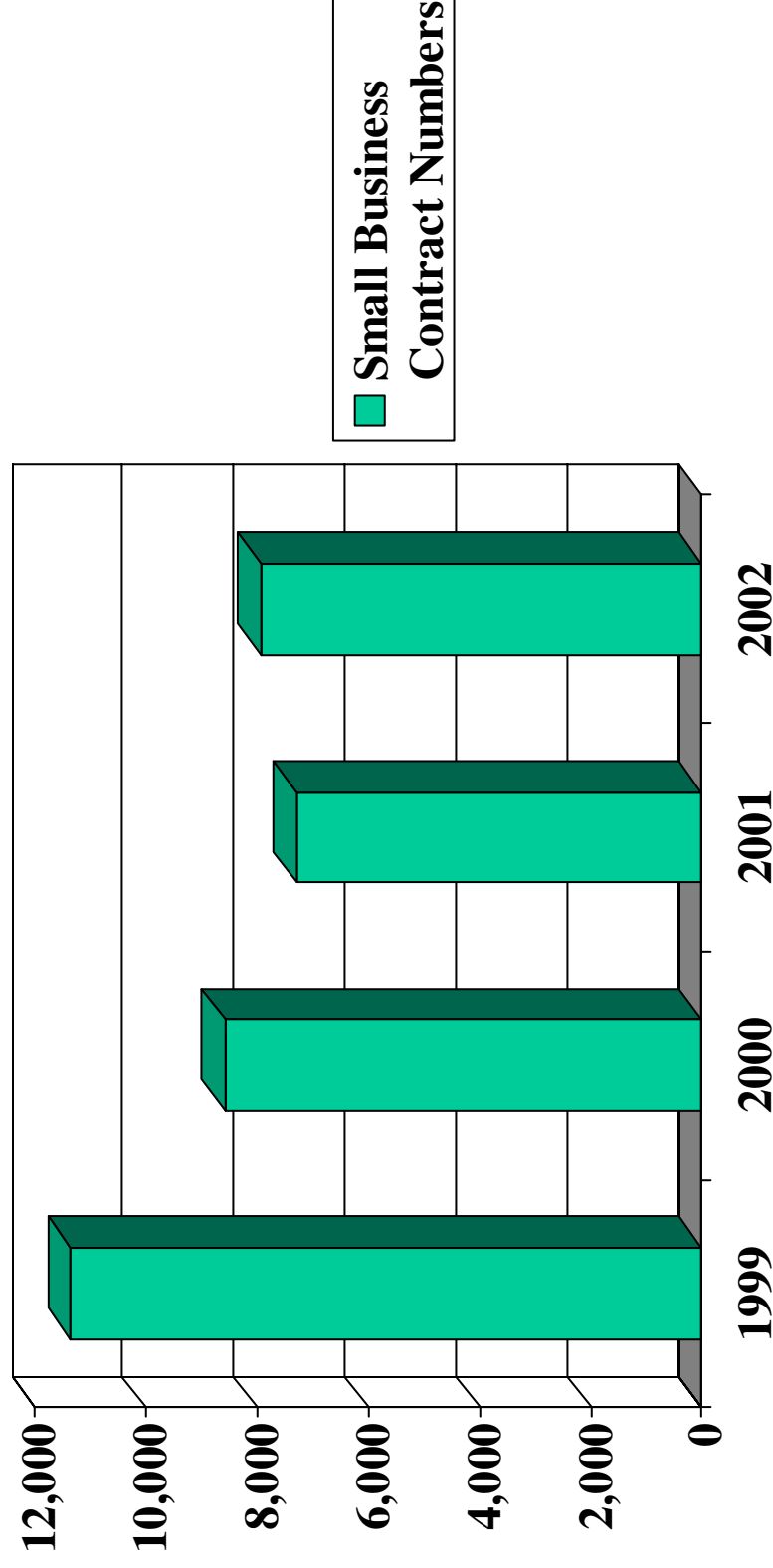
# Environmental Protection Agency Procurement Dollars



Dollars are expressed in millions.

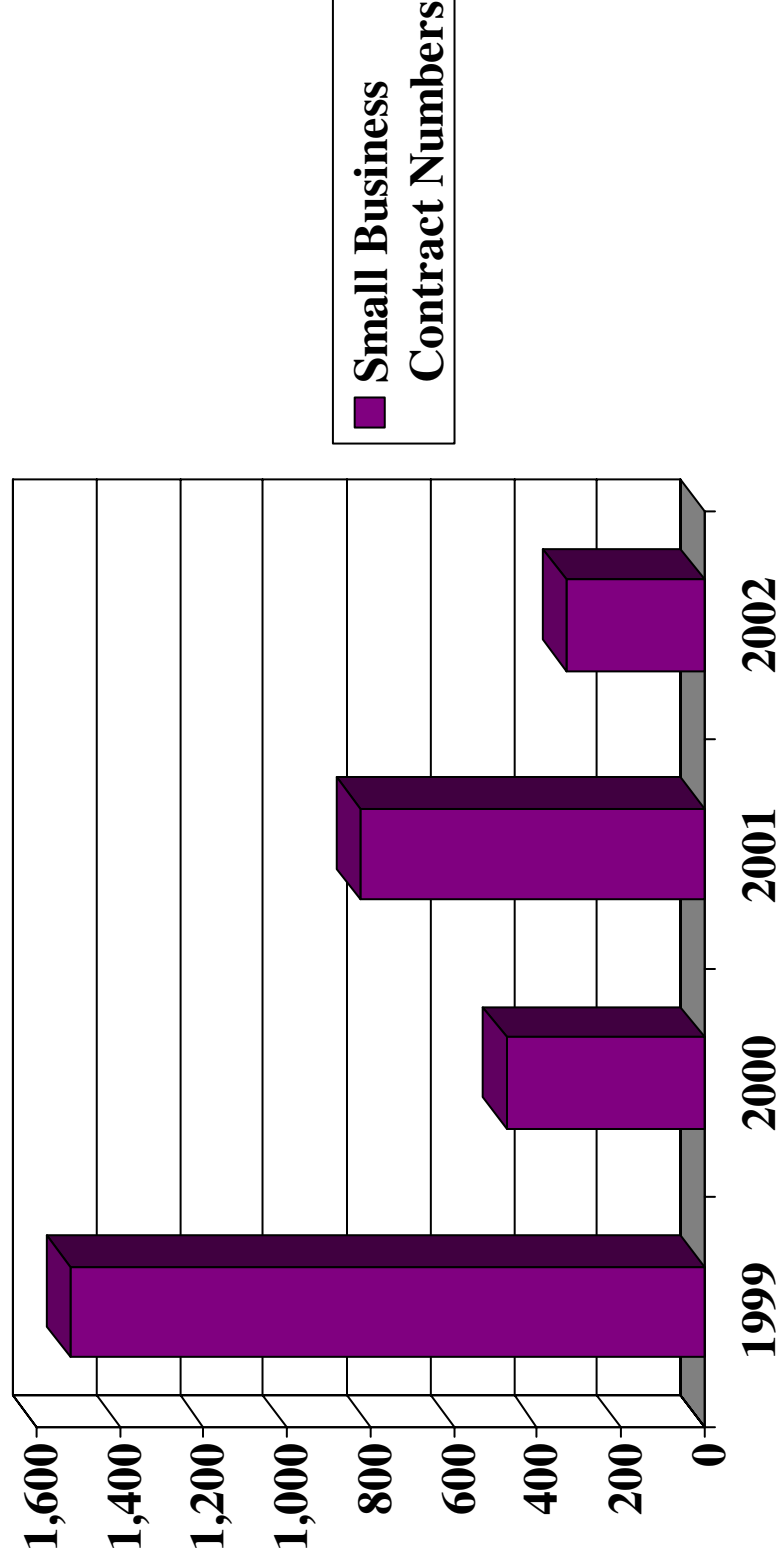
# Environmental Protection Agency

Number of Contracts to Small Businesses



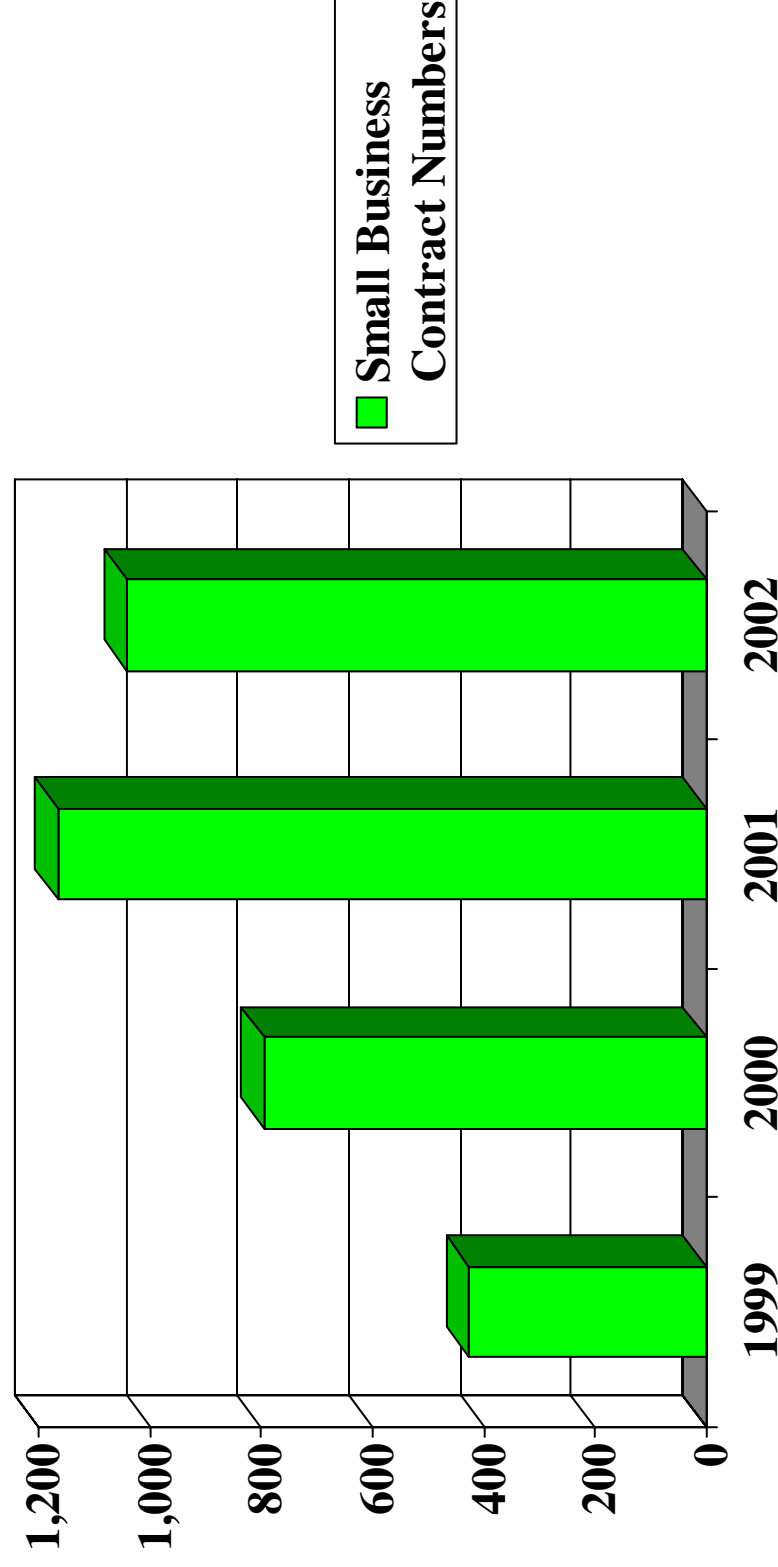
# Environmental Protection Agency

Number of Contracts to Small Disadvantaged Businesses



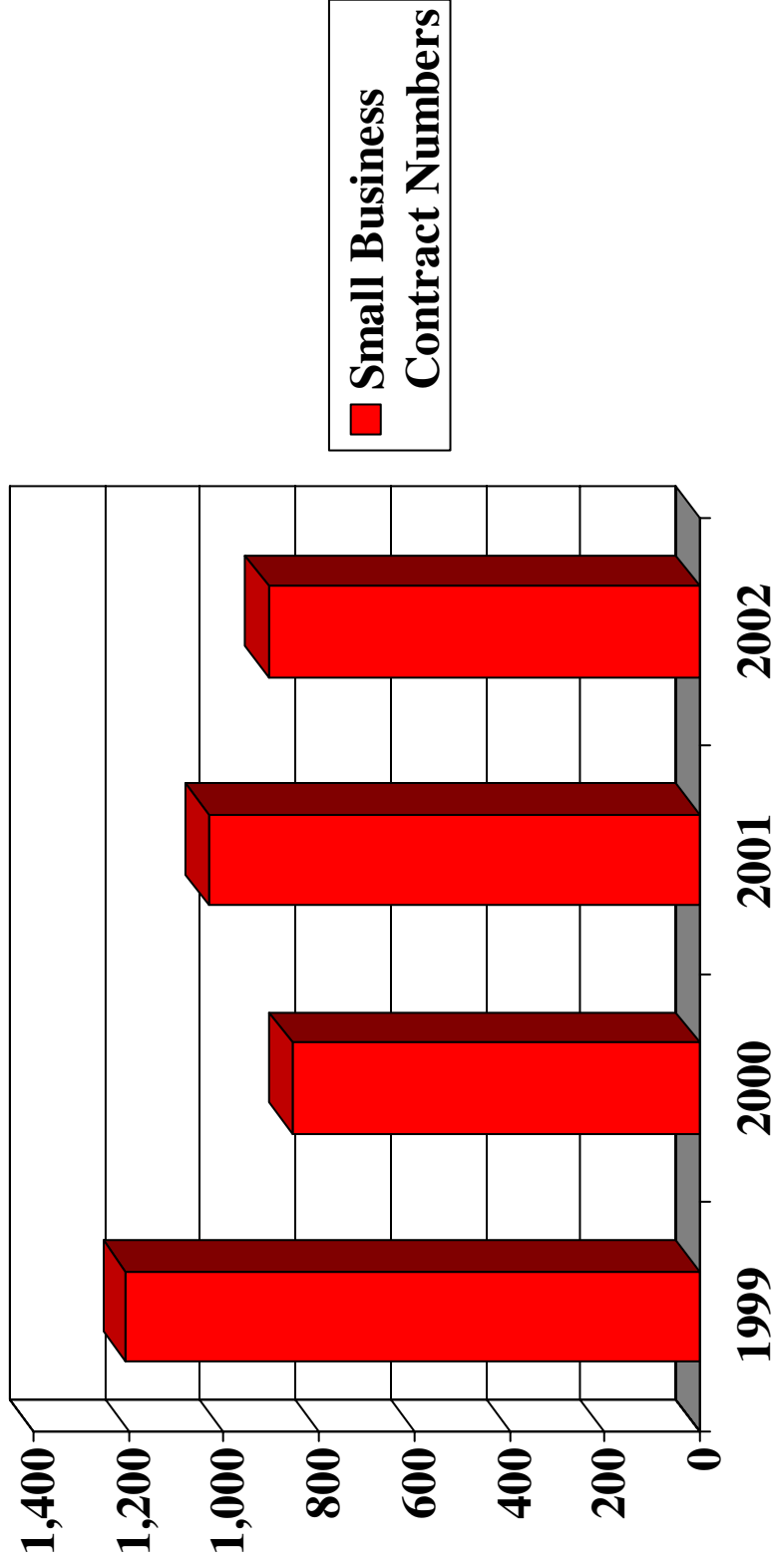
# Environmental Protection Agency

Number of Contracts to 8(a) Firms



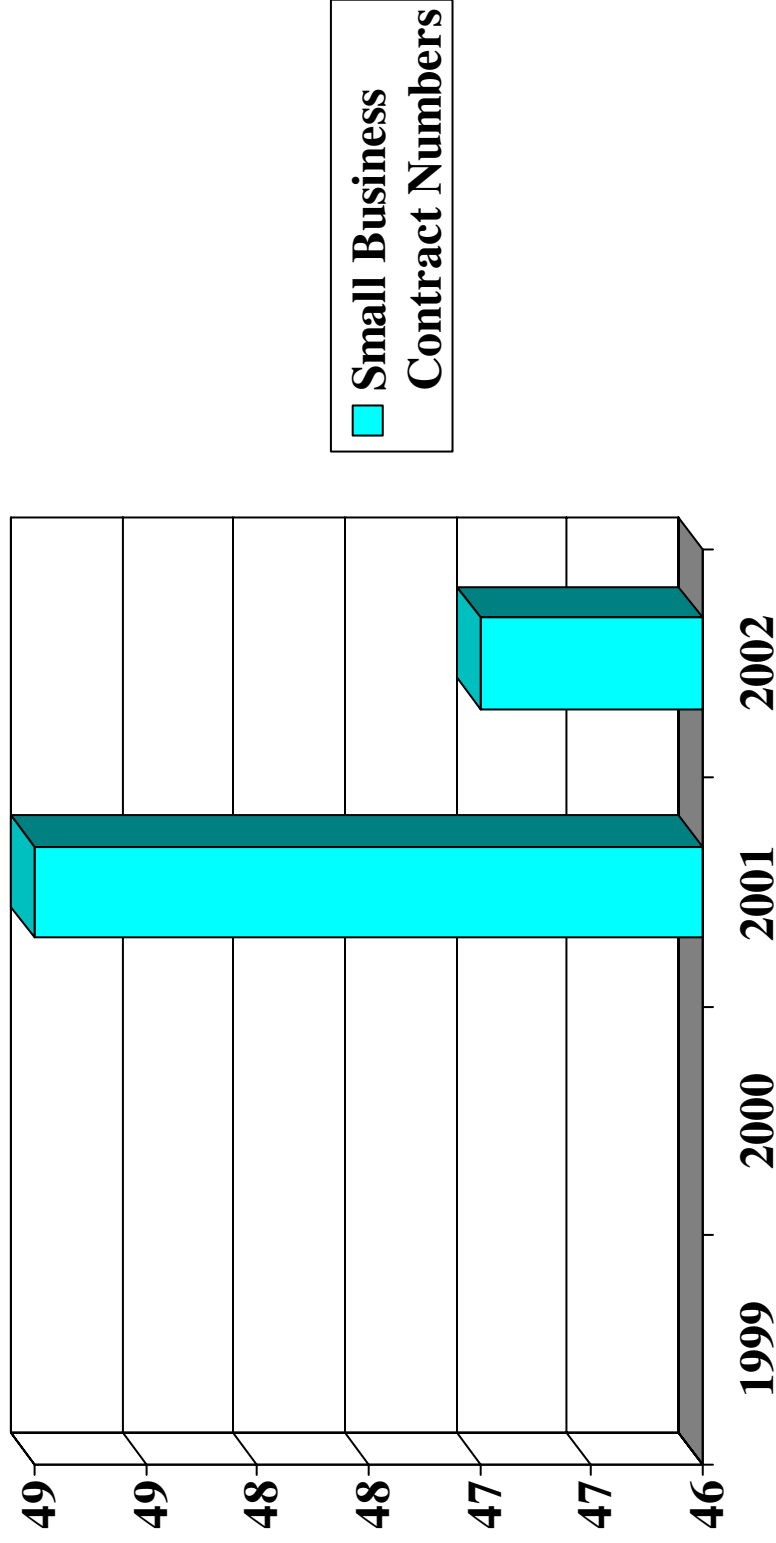
# Environmental Protection Agency

Number of Contracts to Women-Owned Businesses



# Environmental Protection Agency

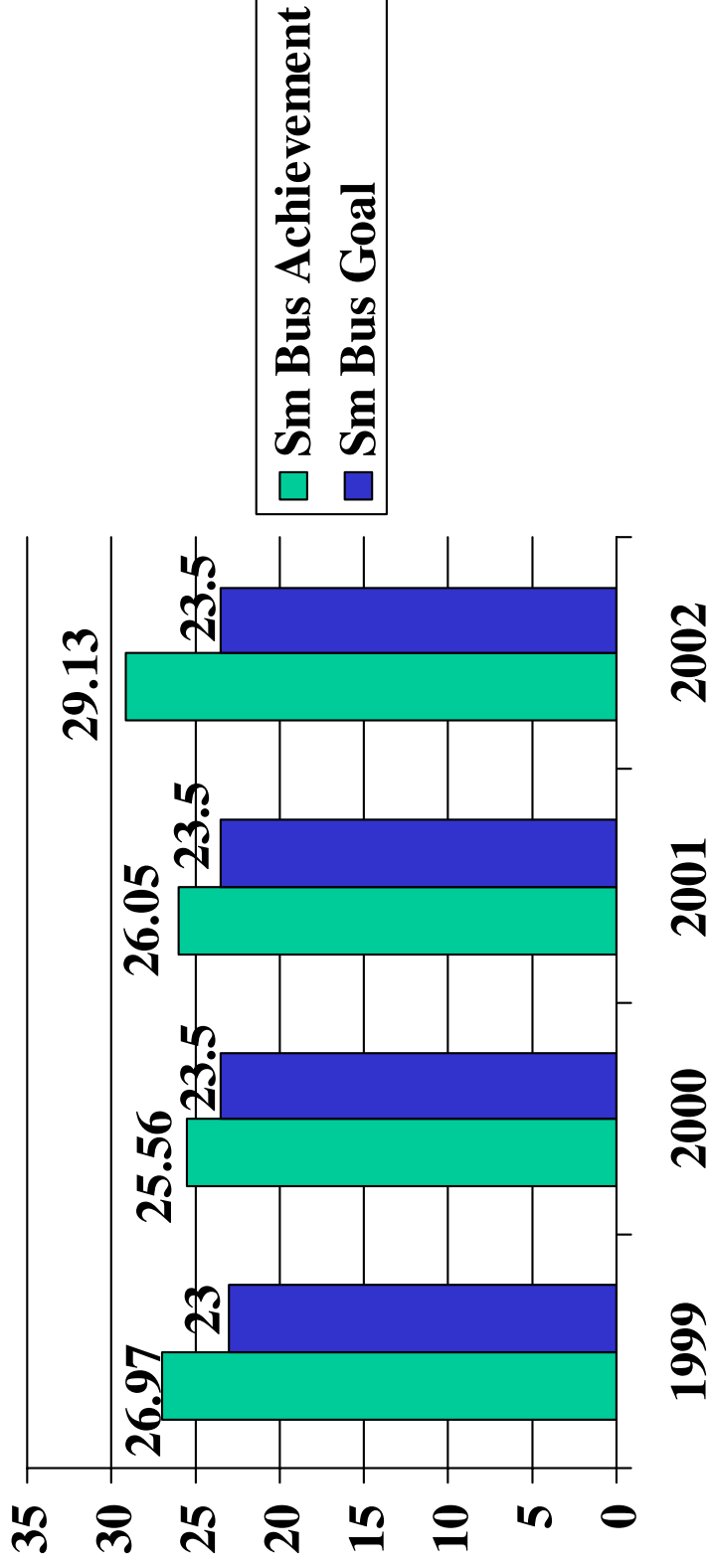
Number of Contracts to HUBZone Businesses





# Environmental Protection Agency

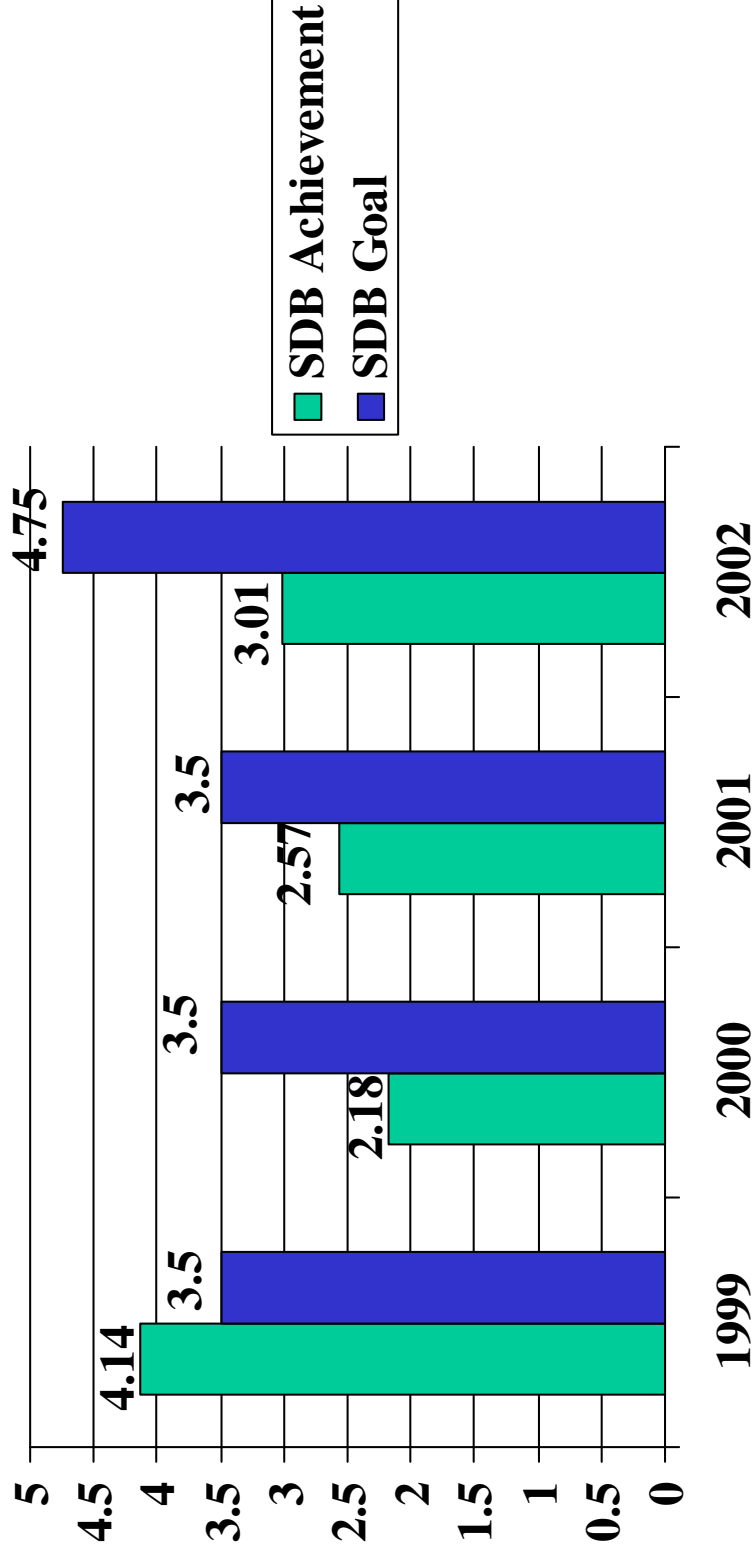
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Environmental Protection Agency

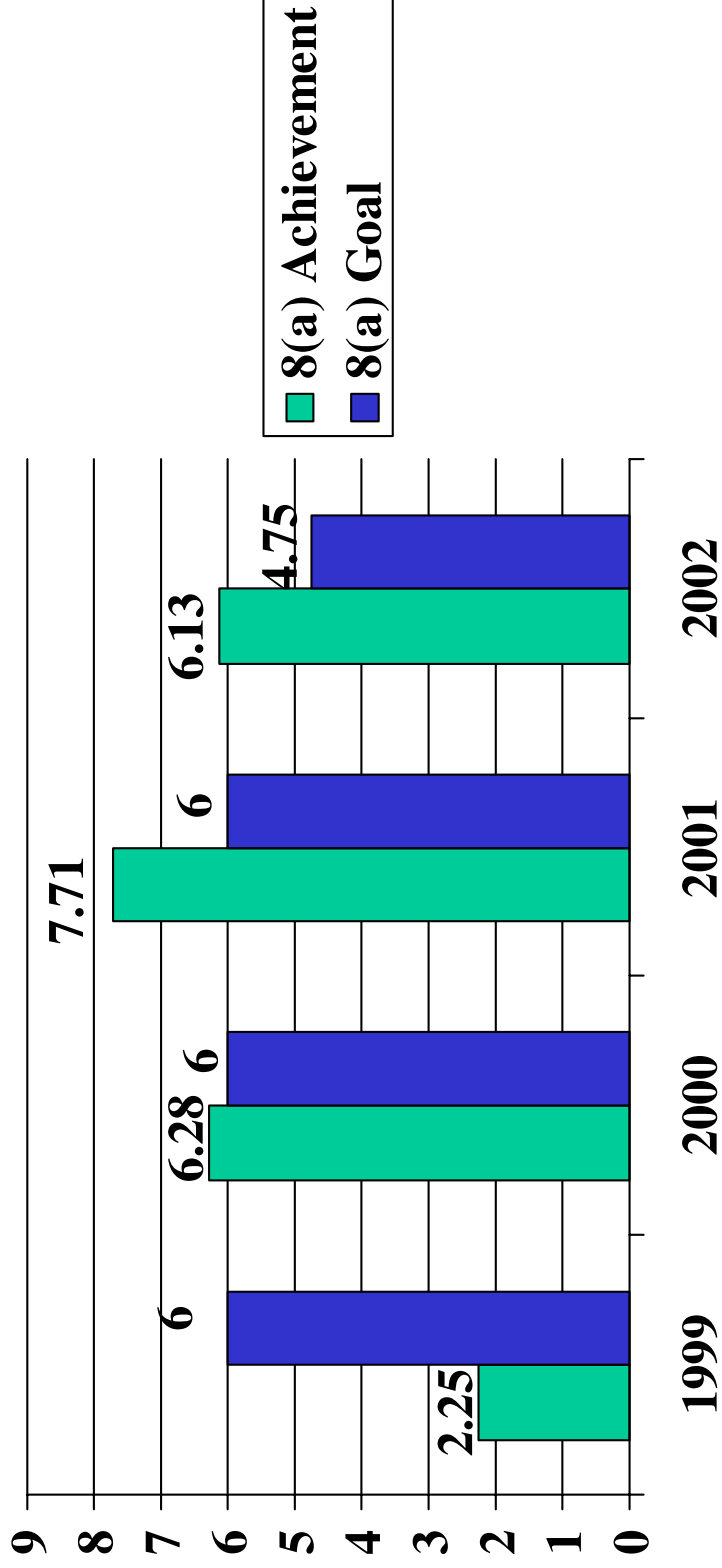
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Environmental Protection Agency

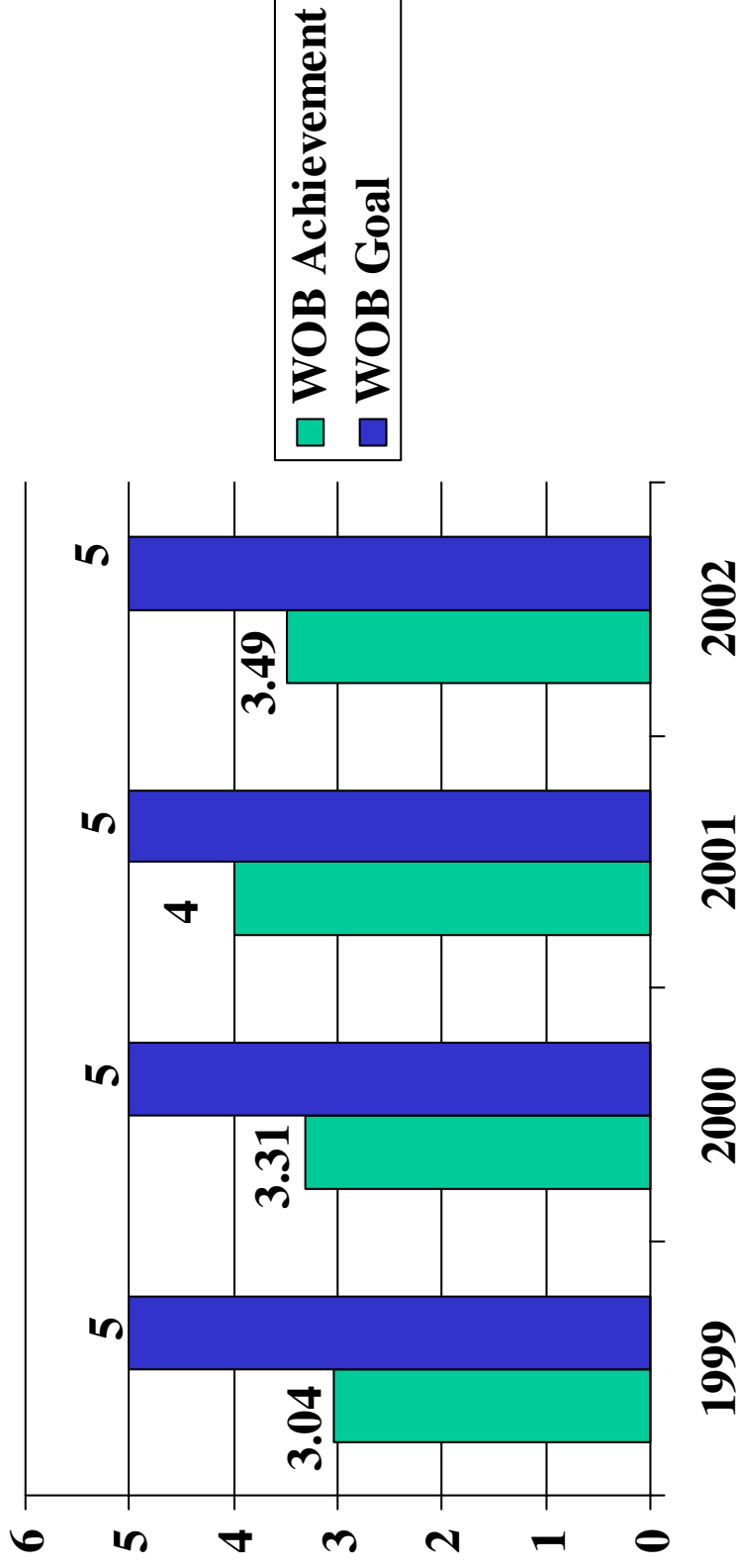
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Environmental Protection Agency

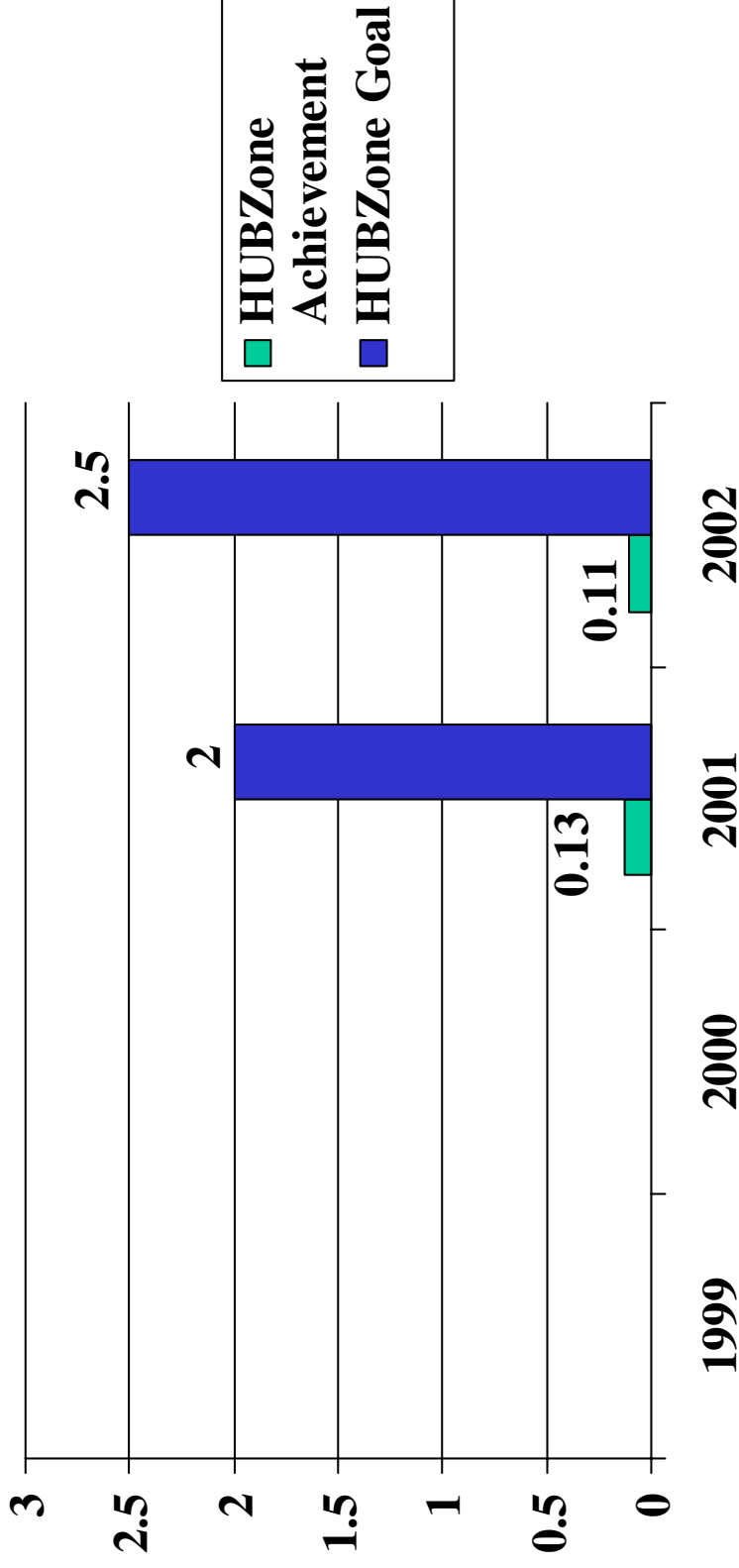
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Environmental Protection Agency

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Department of Housing and Urban Development**

### **Procurement Dollar Analysis**

The Department of Housing and Urban Development (HUD) had procurement activity of \$230.8 million in 1995. In 1996, activity increased to \$258.6, and in 1997, contracting activity slightly decreased to \$258.2 million. A decrease followed in 1998 to \$228.2 million. Figures for 1999 showed a dramatic increase in procurement activity to \$792.2 million. HUD showed a further increase to \$1.1 billion in 2000. HUD showed a decrease in procurement volume in 2001 to \$815.4 million. Figures for 2002 show HUD with a return to higher levels with \$993.8 million in procurement activity.

### **Numbers of Contracts**

#### **Small Business**

The number of HUD contract actions with small businesses decreased from 4,544 in 1999, to 4,492 in 2000, and to 3,670 in 2001. In 2002, HUD had 3,559 contract actions with small firms.

#### **Small Disadvantaged Business**

The number of contract actions with small disadvantaged businesses by HUD decreased 437 in 1999 to 329 in 2000. HUD had 382 contract actions with small disadvantaged businesses in 2001. In 2002, HUD had 432 contract actions with small disadvantaged businesses.

#### **8(a) Program**

The number of 8(a) contract actions by HUD increased from 81 in 1999, and 114 in 2000, to 135 in 2001. In 2002, HUD had 562 contract actions with 8(a) companies.

#### **Women-Owned Business**

The number of contract actions with women-owned businesses by HUD increased from 369 in 1999 to 452 in 2000. HUD had 299 contract actions with women-owned businesses in 2001. In 2002, HUD had 603 contract actions with women-owned firms.

#### **HUBZone Small Business Concerns**

In 2001, HUD had 16 contract actions with HUBZone companies. In 2002, HUD had 86 contract actions with HUBZone firms.

## Goal Achievement

### Small Business Goal

HUD exceeded its small business goal from 1999 through 2001. Based on figures for 2002, HUD again surpassed its small business goal of 30 percent. HUD achieved 38.03 percent. Normally the grade would be an “A.”

	1999	2000	2001	2002
SB Goal	23	26	26	30
SB Achievement	33.58	40.66	35.73	38.03

Based on the first three years of this study, the average achievement was 36.66 percent. The average goal over the same period was 25 percent. As HUD has an unreasonably low goal for 2002, the letter grade will be dropped to a “B.” For fiscal year 2003, HUD has a small business goal of 30 percent.

### Small Disadvantaged Business Goal

HUD exceeded its small disadvantaged business goal from 1999 through 2001. Based on figures for 2002, HUD did not accomplish its goal. HUD achieved 5.38 percent, while its goal was 5.5 percent. As HUD accomplished 97.8 percent of its goal, the grade would normally be an “A.”

	1999	2000	2001	2002
SDB Goal	1.5	2	2	5.5
SDB Achievement	2.87	6.98	8.84	5.38

Based on the first three years of this study, the average achievement was 6.23 percent. The average goal over the same period was 1.83 percent. As HUD has an unreasonably low goal for 2002, the letter grade will be dropped to a “B.” HUD has a small disadvantaged business goal of 5.5 percent for 2003.

### 8(a) Program Goal

HUD did not achieve its 8(a) Program goal from 1999 to 2001. Based on figures for 2002, HUD accomplished its 8(a) Program goal. HUD achieved 12.87 percent, while its goal was 5.5 percent. As HUD exceeded its goal, the grade will be an “A.” HUD has an 8(a) Program goal for fiscal year 2003 of 5.5 percent.

### Women-Owned Business Goal

HUD exceeded its women-owned business goal from 1999 through 2001. Based on figures for 2002, HUD again exceeded its goal. HUD achieved 19.84 percent, while its goal was 10 percent. Therefore, the grade would normally be an “A.”

	1999	2000	2001	2002
WOB Goal	5	5	5	10
WOB Achievement	14.95	10.55	14.71	19.84

Based on the first three years of this study, the average achievement was 13.4 percent. The average goal over the same period was 5 percent. As HUD has an unreasonably low goal for 2002, the letter grade will be dropped to a “B.” HUD has a women-owned business goal of 10 percent for 2003.

### HUBZone Small Business Concern Goal

HUD did not meet its HUBZone goal in 2001. Based on figures for 2002, HUD again did not accomplish its HUBZone goal. HUD achieved 1.51 percent, however its goal was 2.5 percent. As HUD achieved 60.4 percent of its goal, the grade will be a “D.” HUD has a HUBZone goal of 3 percent for fiscal year 2003.

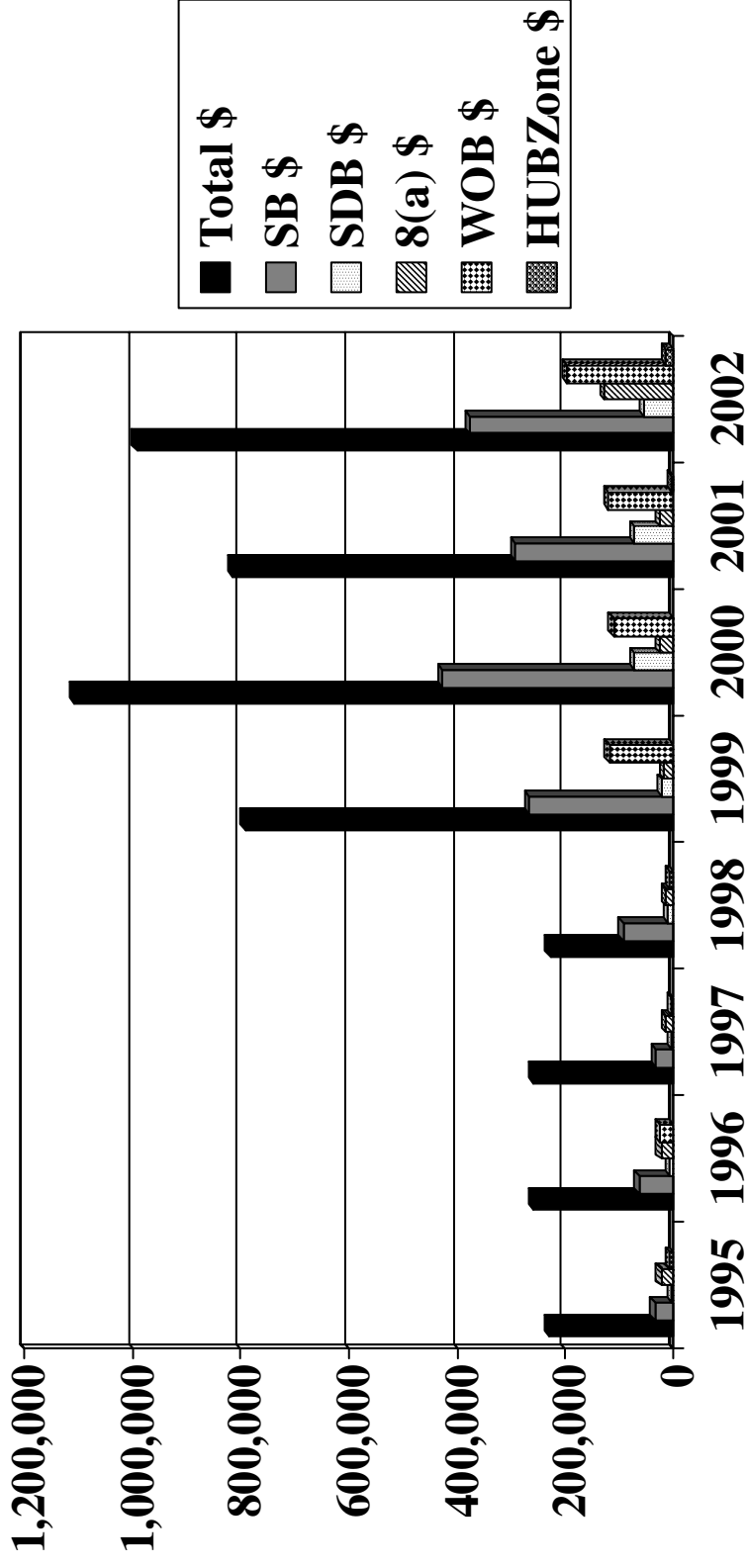


### Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	B 3 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	B 3 points
HUBZone Goal	D 1 point
Average Grade	C 2.8 points

With a “B” in the Small Business Goal, a “B” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, a “B” in the Women-Owned Business Goal, and a “D” in the HUBZone Goal, with all categories weighed equally, the Department of Housing and Urban Development has an overall point total of 2.8 points, for a grade of “C.”

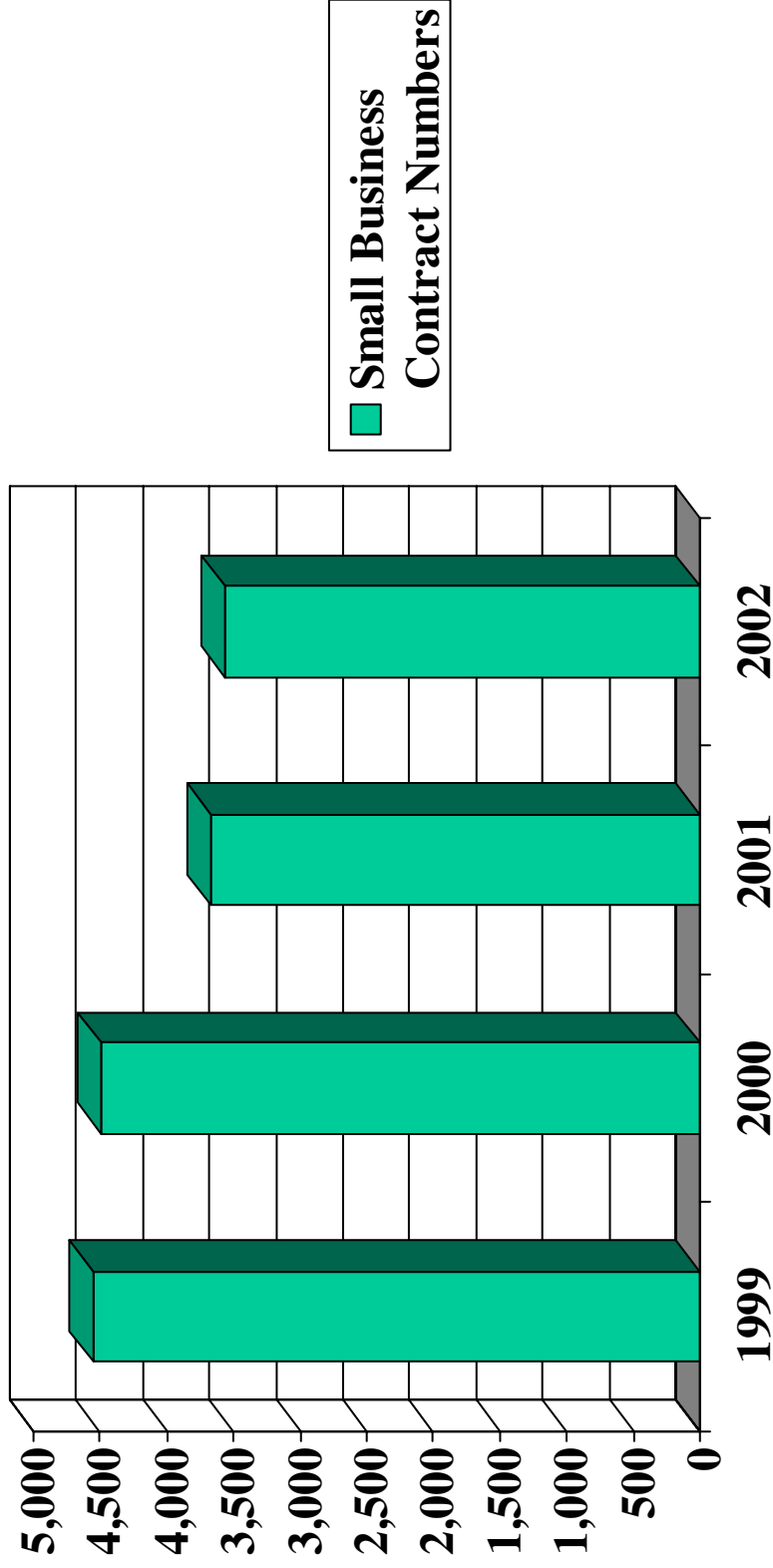
# Department of Housing & Urban Development Procurement Dollars



Dollars are expressed in millions.

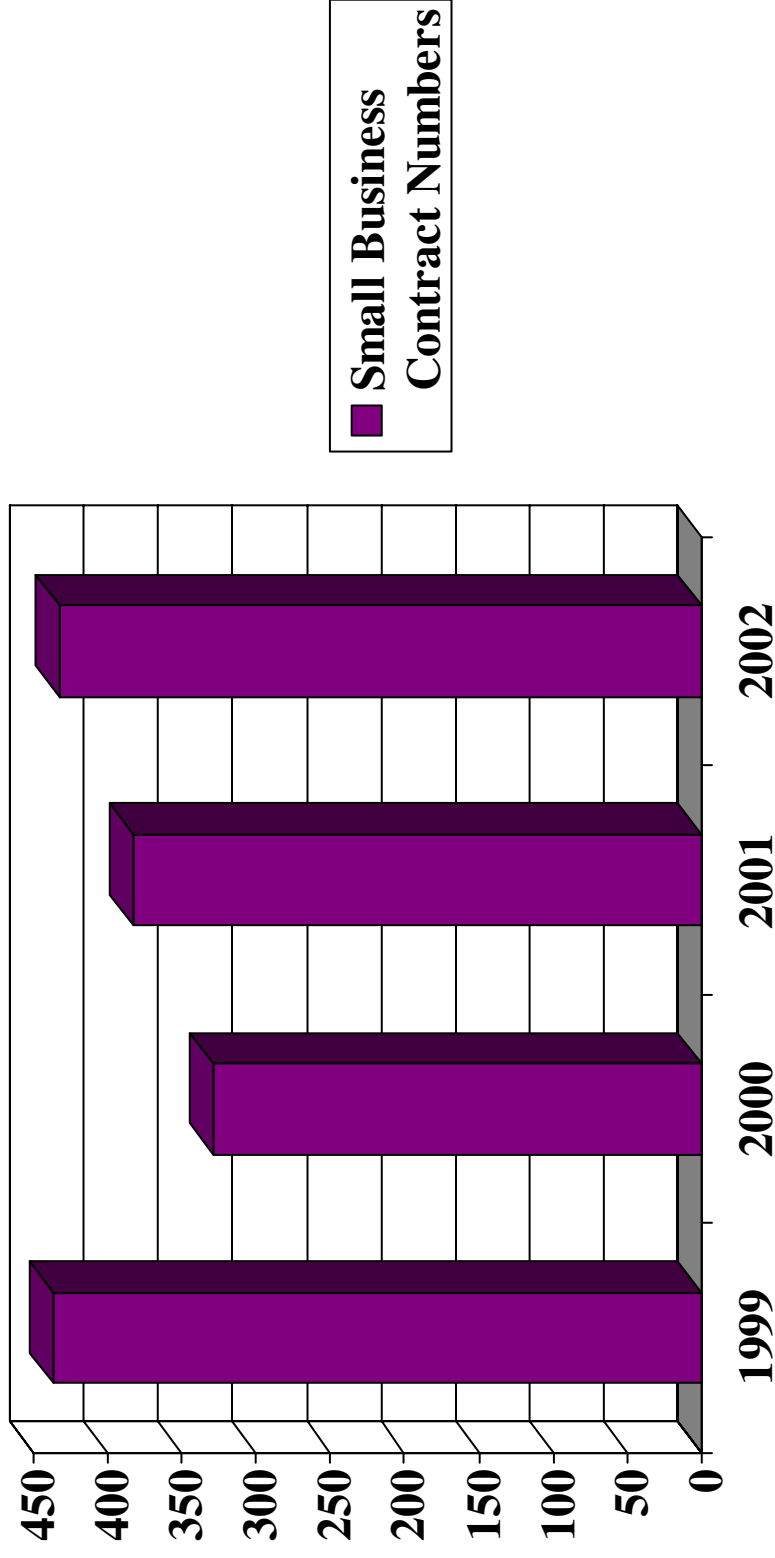
# U.S. Department of Housing and Urban Development

Number of Contracts to Small Businesses



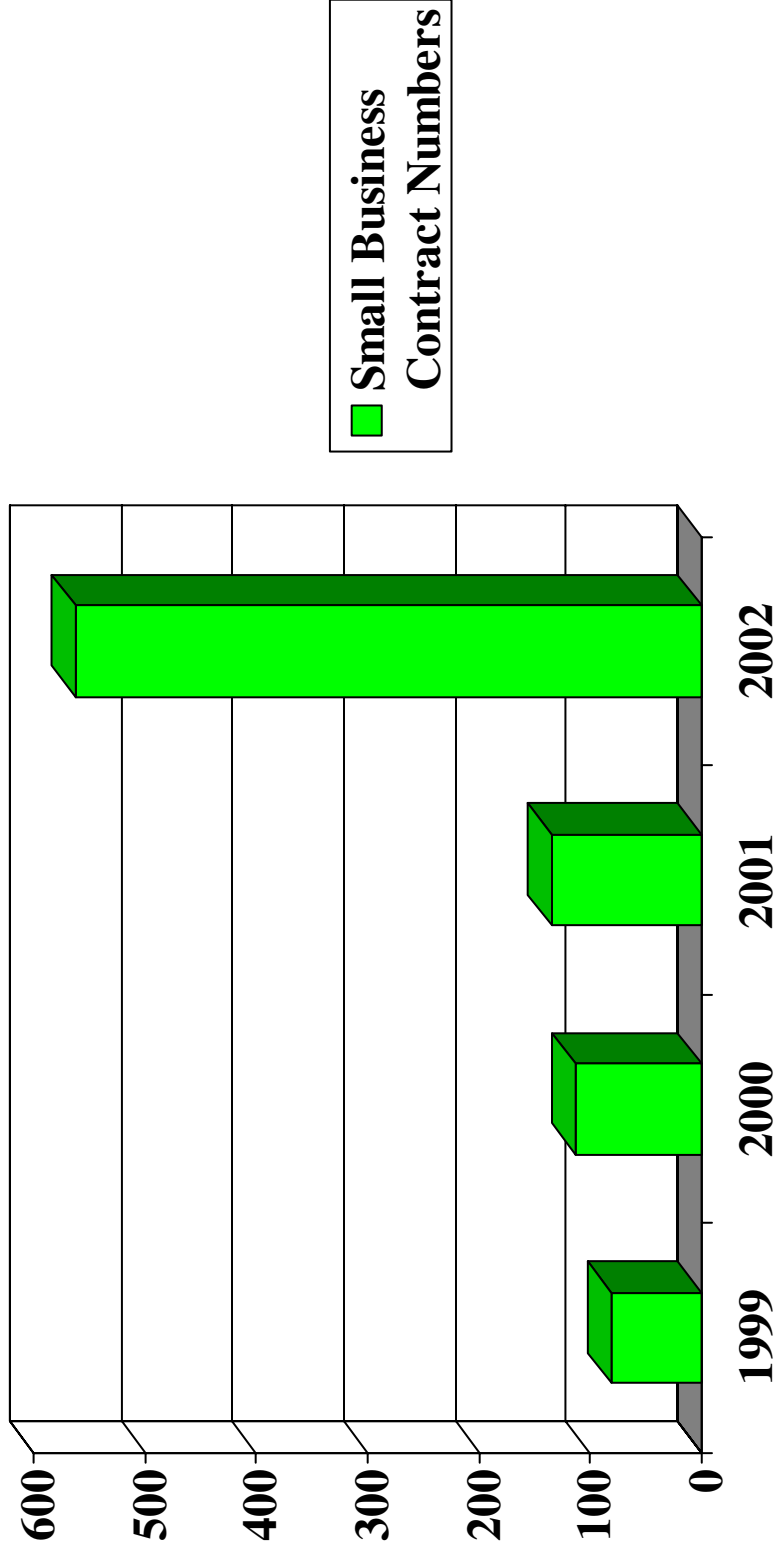
# U.S. Department of Housing and Urban Development

Number of Contracts to Small Disadvantaged Businesses



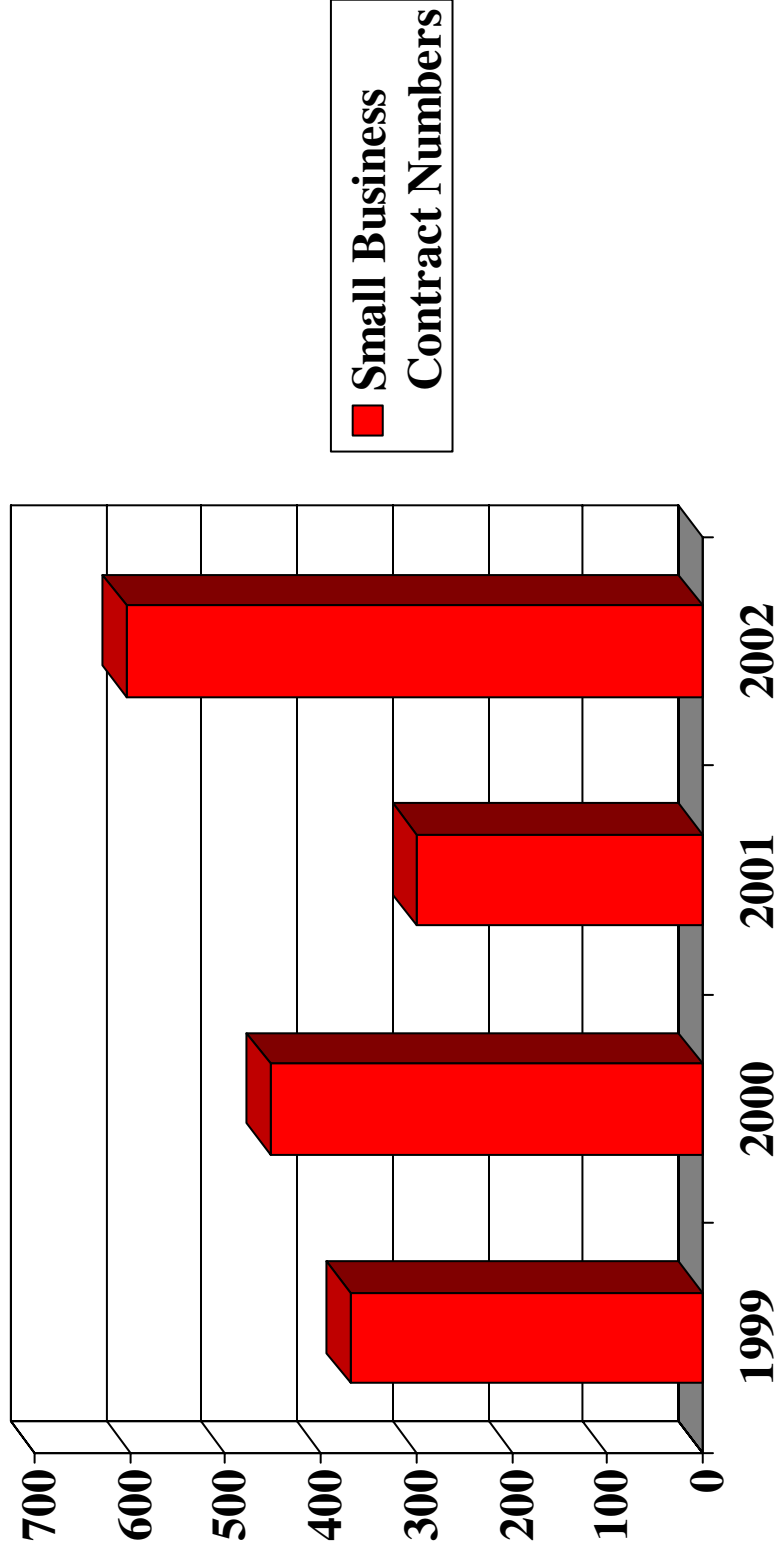
# U.S. Department of Housing and Urban Development

Number of Contracts to 8(a) Firms



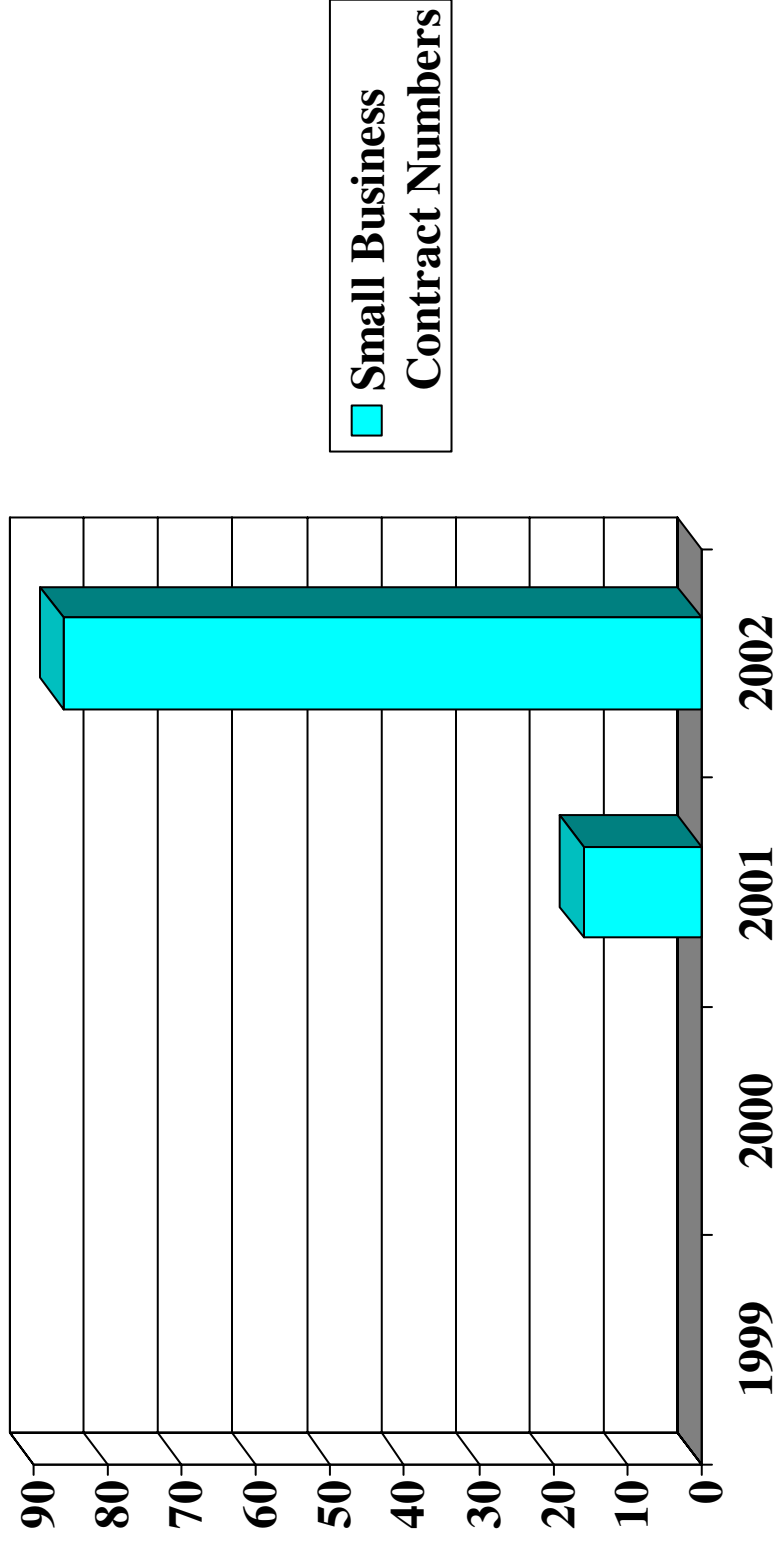
# U.S. Department of Housing and Urban Development

Number of Contracts to Women-Owned Businesses



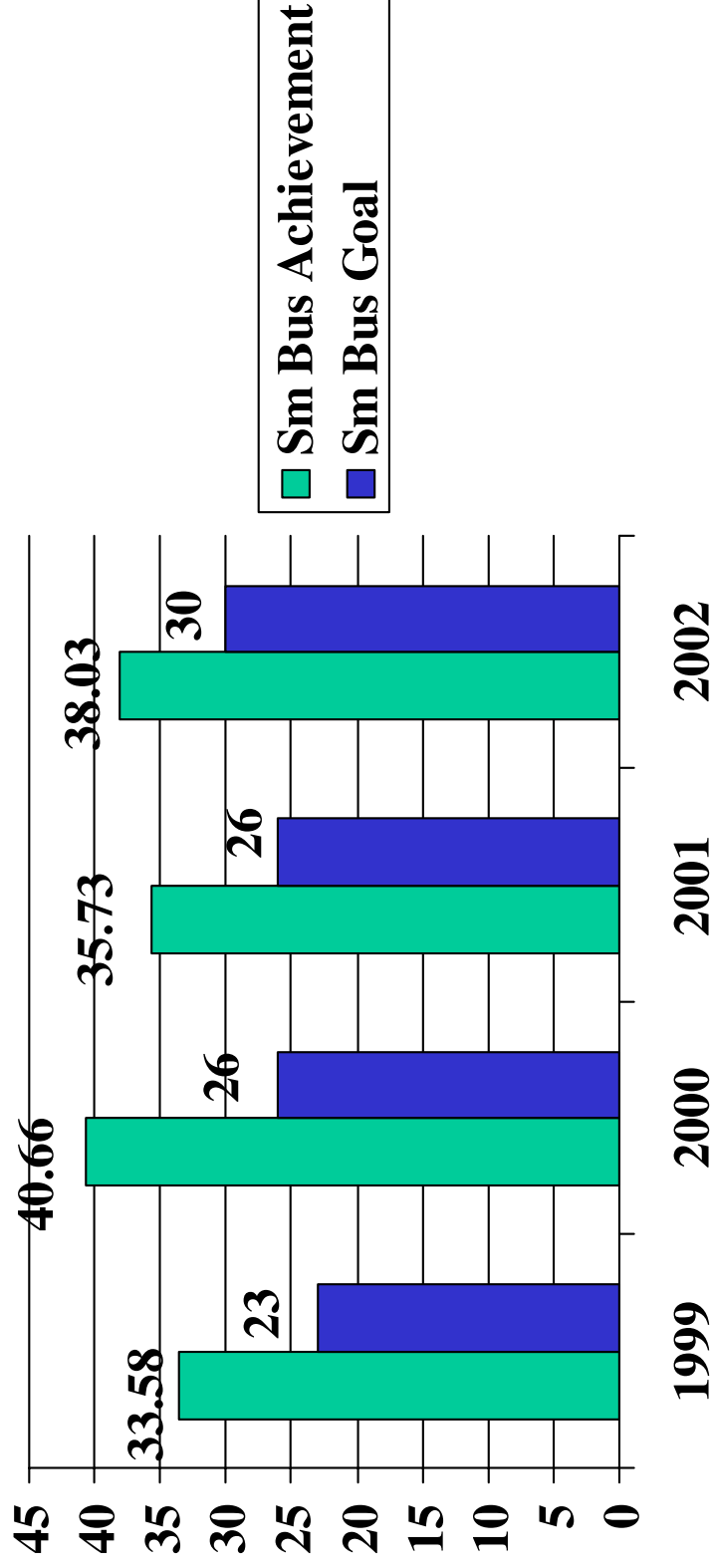
# U.S. Department of Housing and Urban Development

Number of Contracts to HUBZone Businesses



# Department of Housing & Urban Development

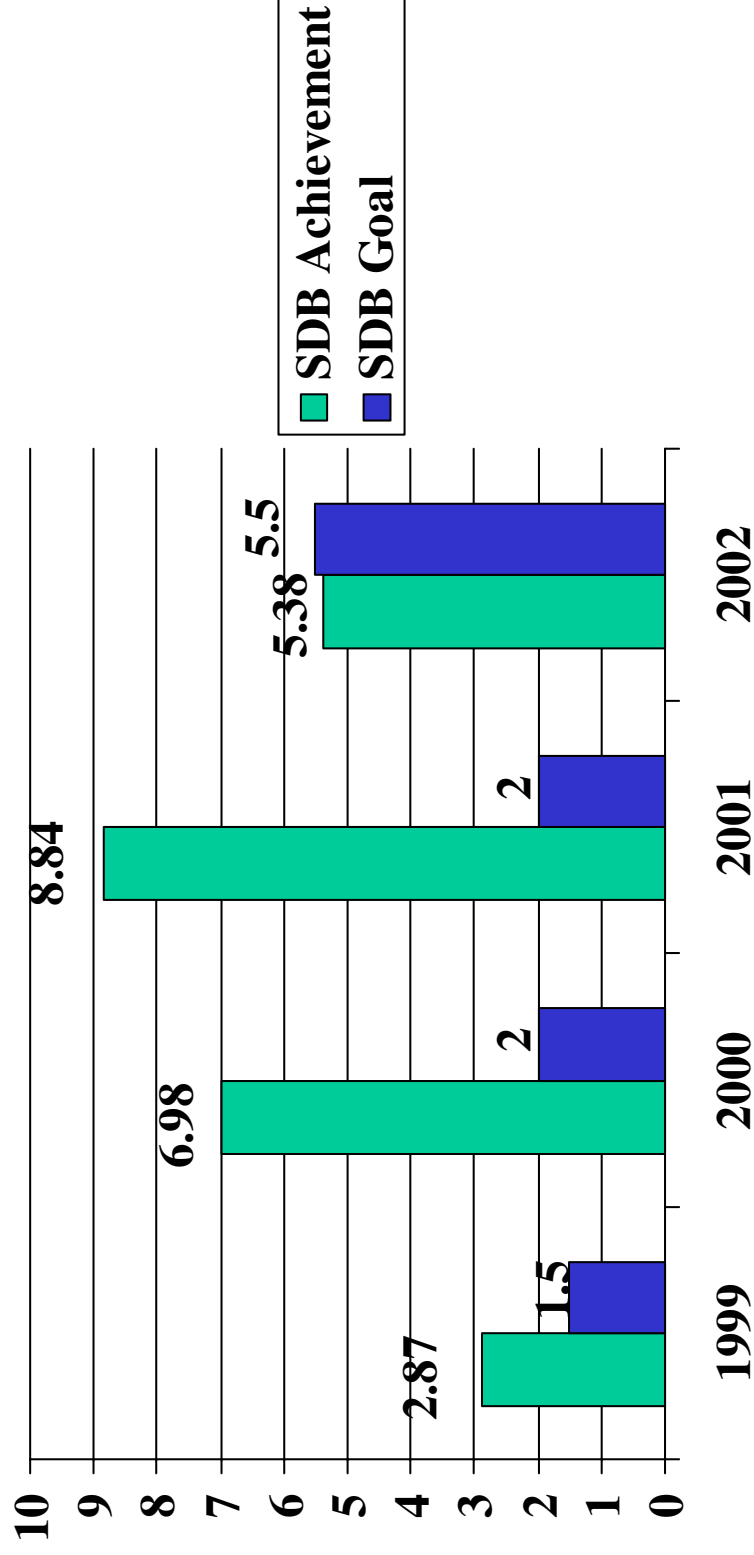
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.



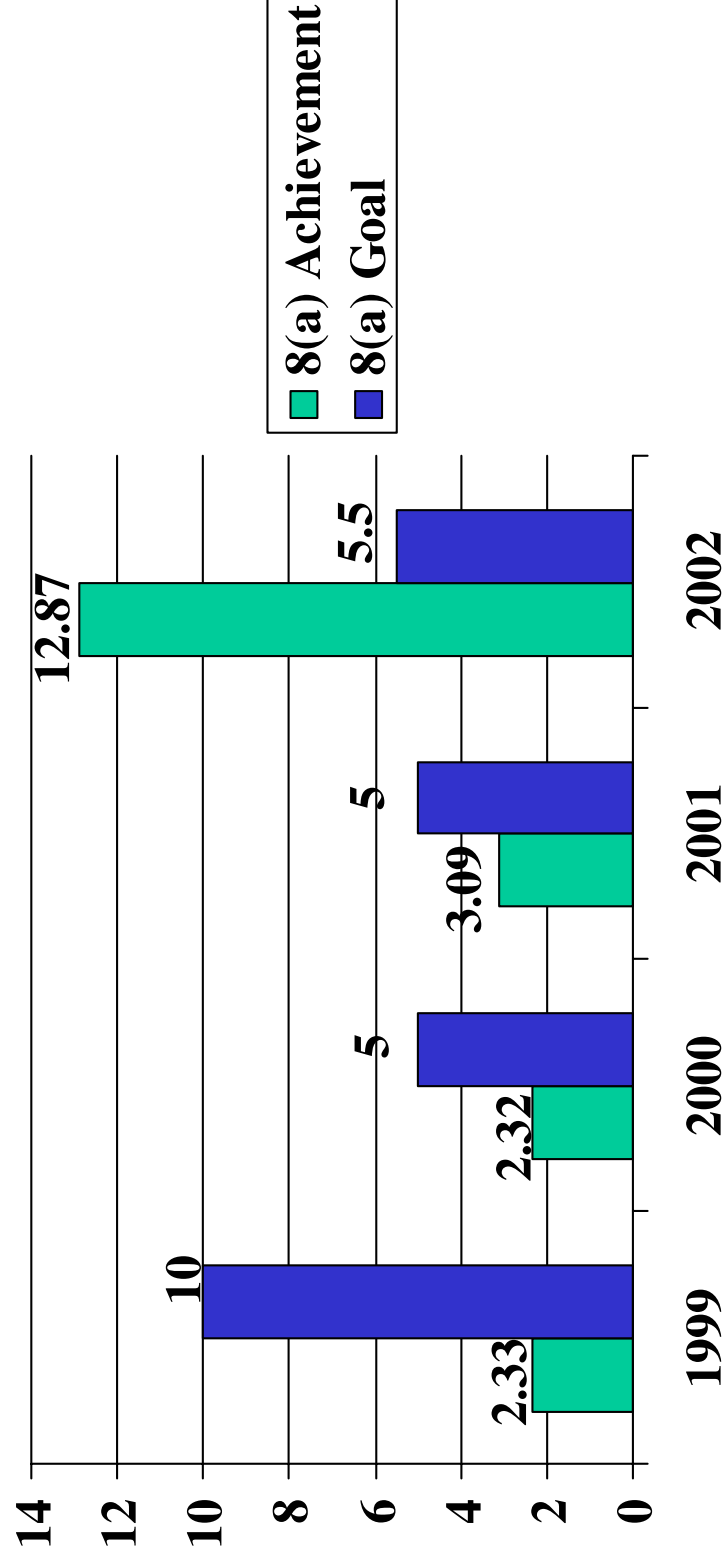
# Department of Housing & Urban Development SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of Housing & Urban Development

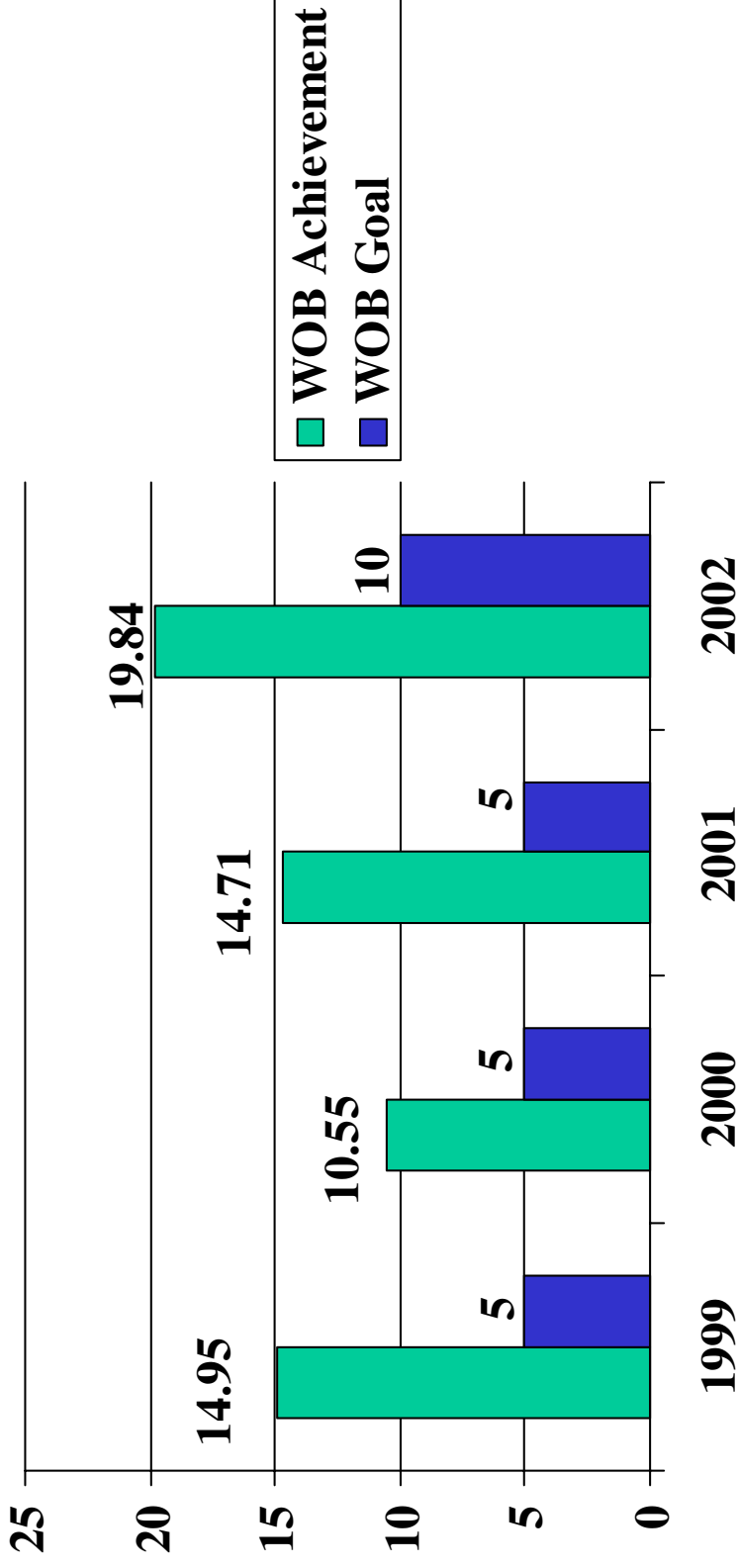
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Department of Housing & Urban Development

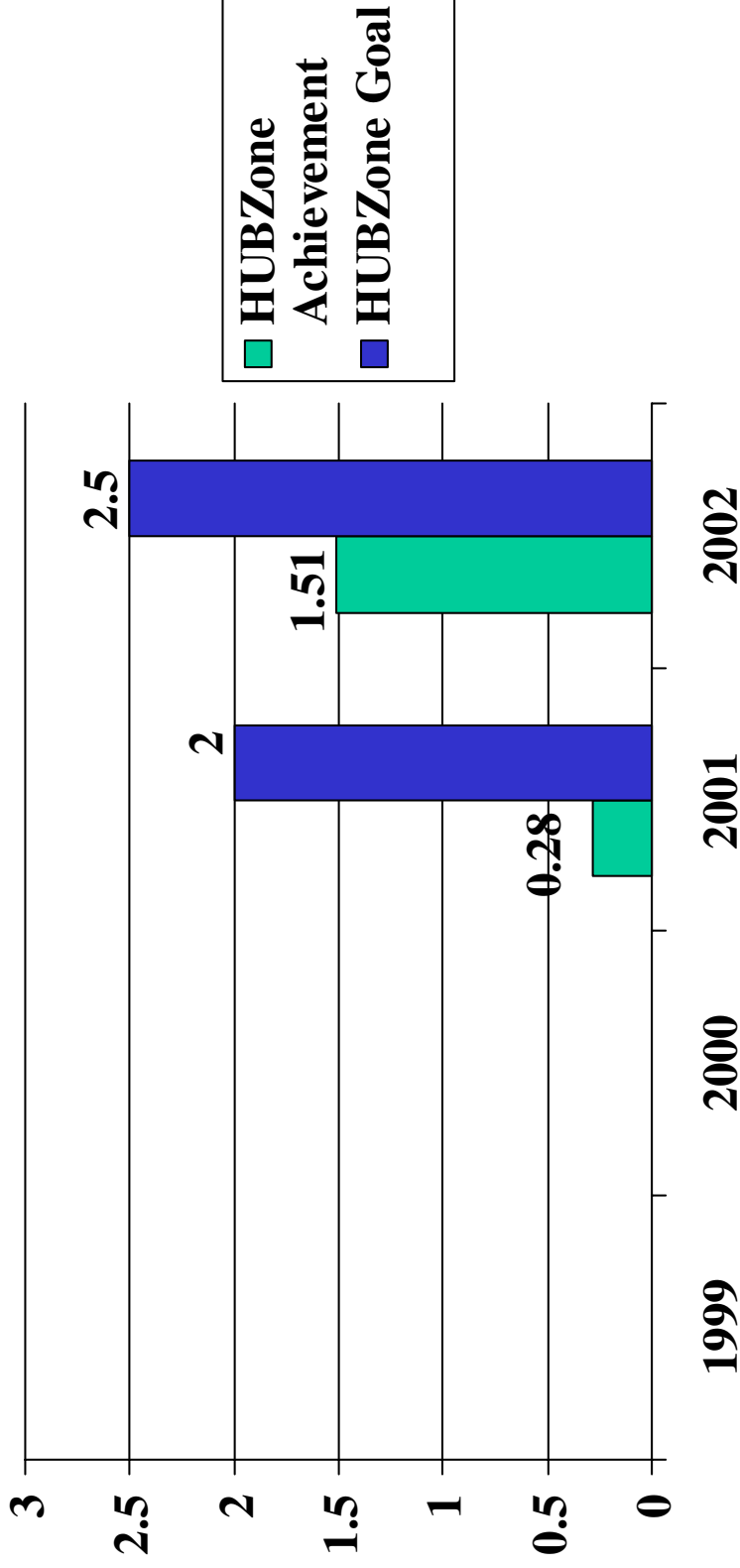
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of Housing & Urban Development

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Department of Education**

### **Procurement Dollar Analysis**

Department of Education (Education) procurement activity increased from \$425.9 million in 1995, to \$445 million in 1996, \$675.3 million in 1997, and \$964.9 million in 1998. A decrease occurred in 1999 to \$680.8 million. Education procurement dollars returned to \$899.3 million in 2000 and \$926.1 million in 2001. Figures for 2002 continued to return to the 1998 high, with \$951 million in procurement activity.

### **Numbers of Contracts**

#### **Small Business**

The number of Education contract actions with small businesses decreased from 5,787 in 1999, to 3,871 in 2000, and to 3,674 in 2001. In 2002, Education had 3,676 contract actions with small businesses, more than 2,000 less than the 1999 level.

#### **Small Disadvantaged Business**

The number of Education contract actions with small disadvantaged businesses decreased from 77 in 1999 to 58 in 2000. The number of actions increased to 125 in 2001. In 2002, Education had 205 contract actions with small disadvantaged businesses.

#### **8(a) Program**

The number of contract actions with 8(a) firms by Education increased from 75 in 1999 to 203 in 2000. Education had 22 contract actions with 8(a) firms in 2001. In 2002, Education had 21 contract actions with 8(a) companies, nearly one-tenth the level in 2000.

#### **Women-Owned Business**

The number of Education contract actions with women-owned businesses increased from 160 in 1999, to 214 in 2000, and to 242 in 2001. In 2002, Education had 188 contract actions with women-owned firms, a decrease of 54 actions.

#### **HUBZone Small Business Concerns**

In 2001, Education had one contract action with a HUBZone company. For 2002, Education had 4 contract actions with HUBZone firms.

## **Goal Achievement**

### **Small Business Goal**

Education did not achieve its small business goal in from 1999 through 2001. Based on figures for 2002, Education exceeded its small business goal, surpassing its 23 percent goal by 2.2 percent. As Education exceeded its goal, the grade will be an “A.” Education’s small business goal for fiscal year 2003 is 23 percent.

### **Small Disadvantaged Business Goal**

Education exceeded its small business goal in 1999 and 2001, but did not achieve its goal in 2000. Based on figures for 2002, Education did not accomplish its goal, as it achieved 1.03 percent, while its goal was 2.5 percent. As Education achieved 41.2 percent of its goal, the grade will be an “F.” Education has a small disadvantaged business goal of 2.5 percent for fiscal year 2003.

### **8(a) Program Goal**

Education did not achieve its 8(a) Program goal in 1999 or 2001, but exceeded its goal in 2000. Based on figures for 2002, Education did not meet its 8(a) Program goal. Education achieved 0.79 percent, however its goal was 2.5 percent. As Education achieved 31.6 percent of its goal, the grade will be an “F.” Education has an 8(a) Program goal for fiscal year 2003 of 2.5 percent.

### **Women-Owned Business Goal**

Education did not accomplish its women-owned business goal from 1999 through 2001. Based on figures for 2002, Education again did not meet its goal. Education achieved 1.16 percent, while its goal was 5 percent. As Education achieved 23.2 percent of its goal, the grade will be an “F.” Education has a women-owned business goal of 5 percent for fiscal year 2003.

### **HUBZone Small Business Concern Goal**

Education did not achieve its HUBZone goal in 2001. Based on figures for 2002, Education again did not meet its HUBZone goal. Education achieved 0.05 percent, yet its goal was 2.5 percent. As Education achieved 2 percent of its goal, the grade will be an “F.” Education has a HUBZone business goal of 3 percent for fiscal year 2003.

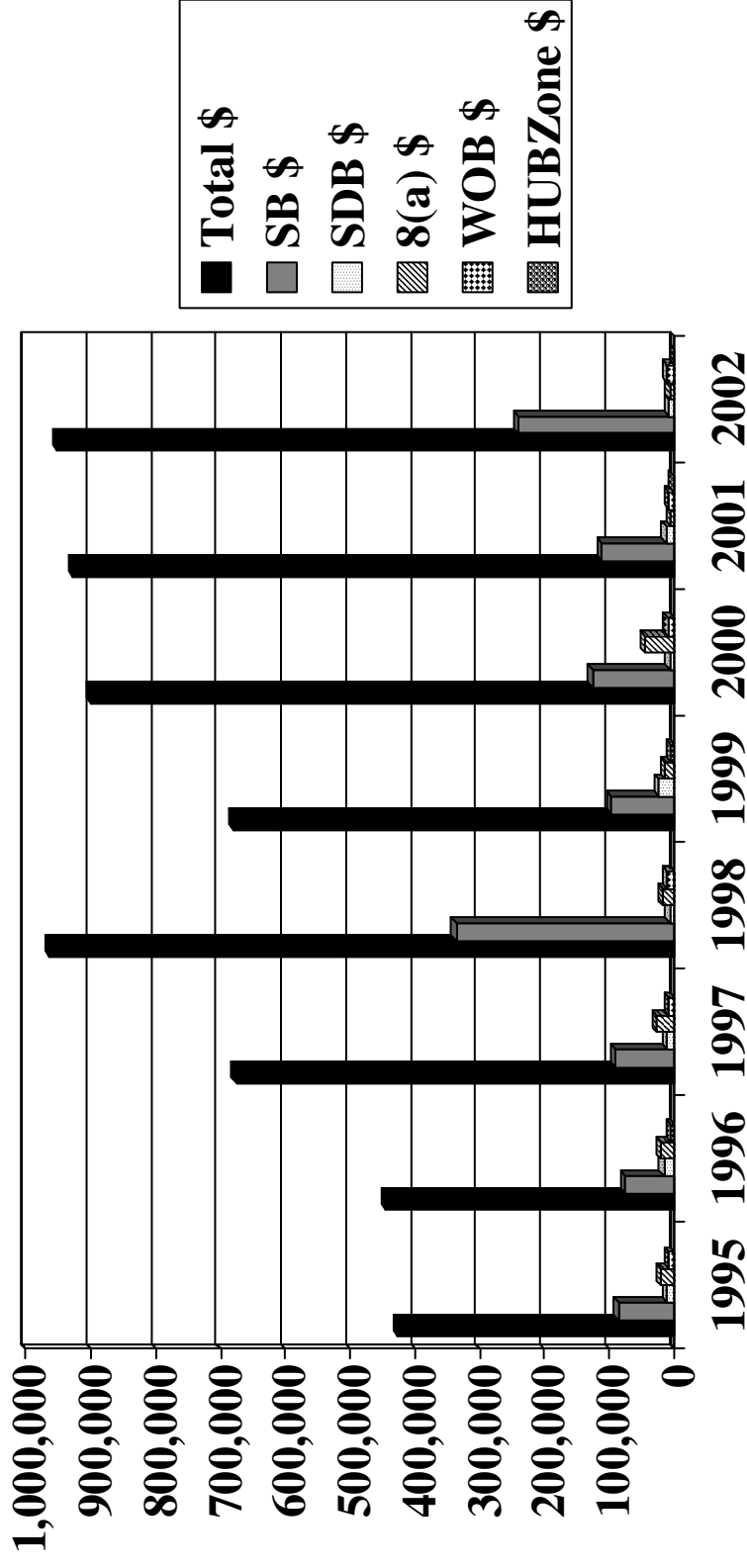
### Overall Grade

Small Business Goal	A 4 points
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	F 0 points
HUBZone Goal	F 0 points
Average Grade	F 0.8 points

With an “A” in the Small Business Goal, an “F” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, an “F” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Department of Education has an overall point total of 0.8 points, for a grade of “F.”

# Department of Education

## Procurement Dollars

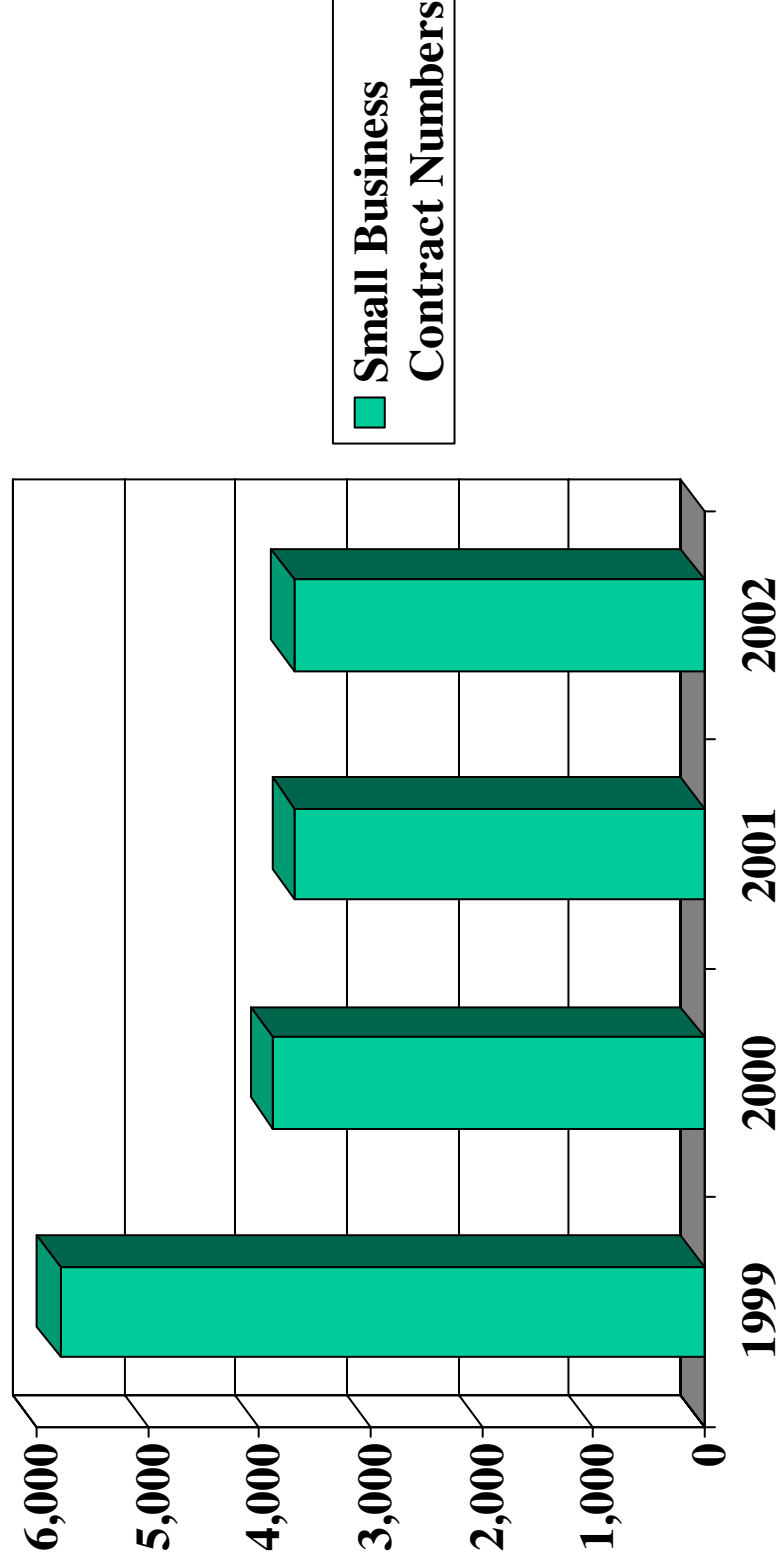


Dollars are expressed in millions.



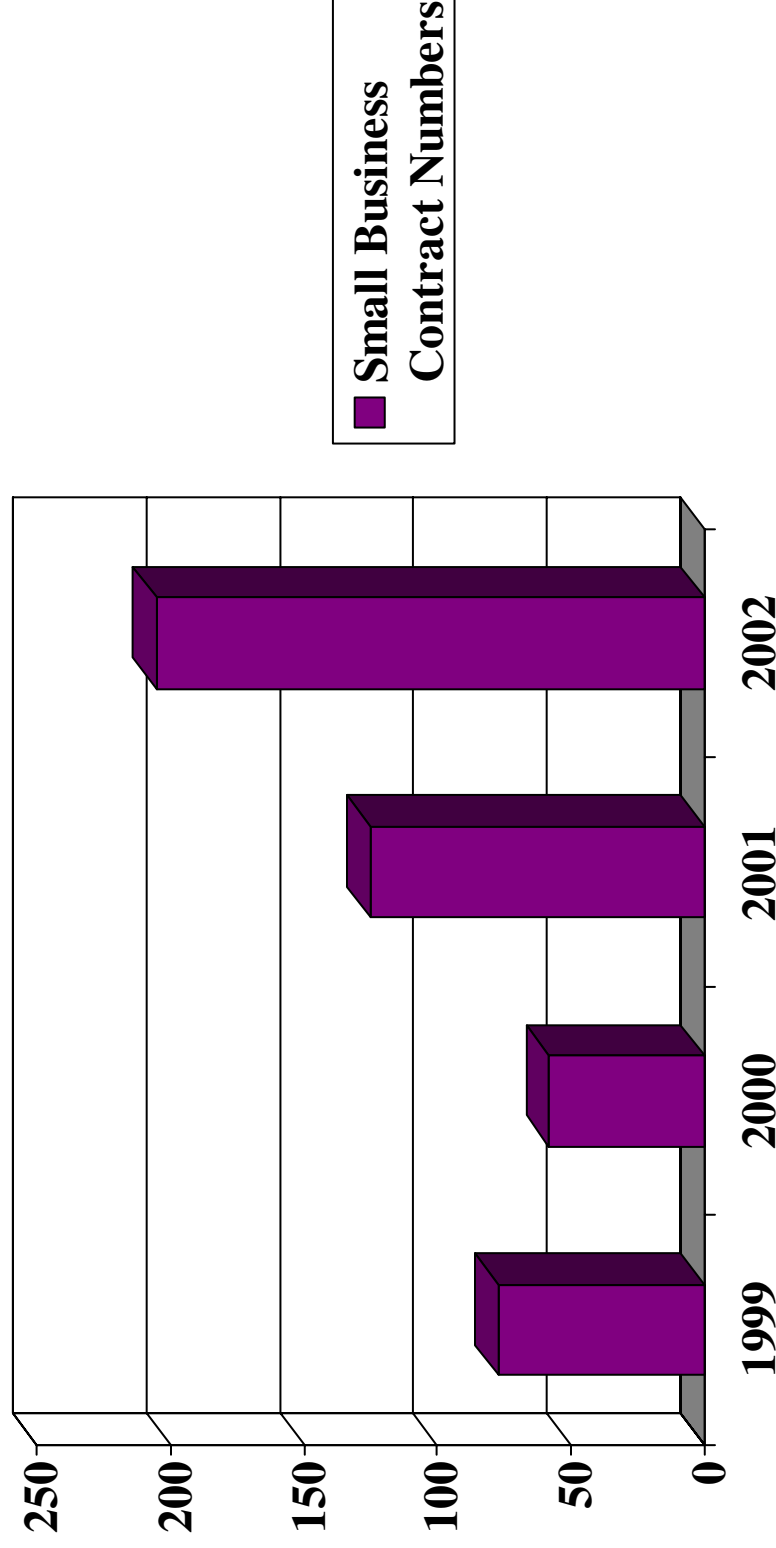
# U.S. Department of Education

Number of Contracts to Small Businesses



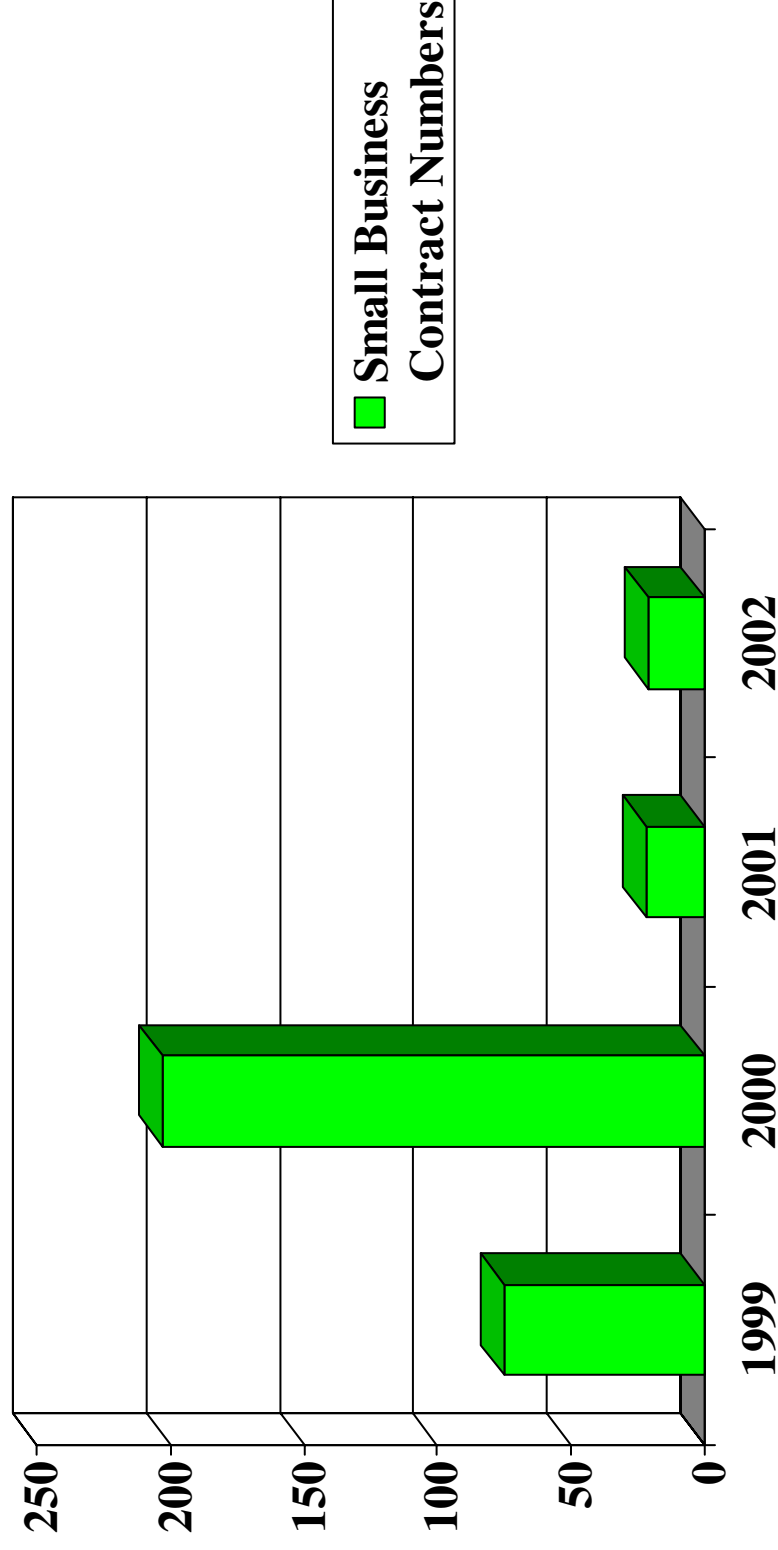
# U.S. Department of Education

## Number of Contracts to Small Disadvantaged Businesses



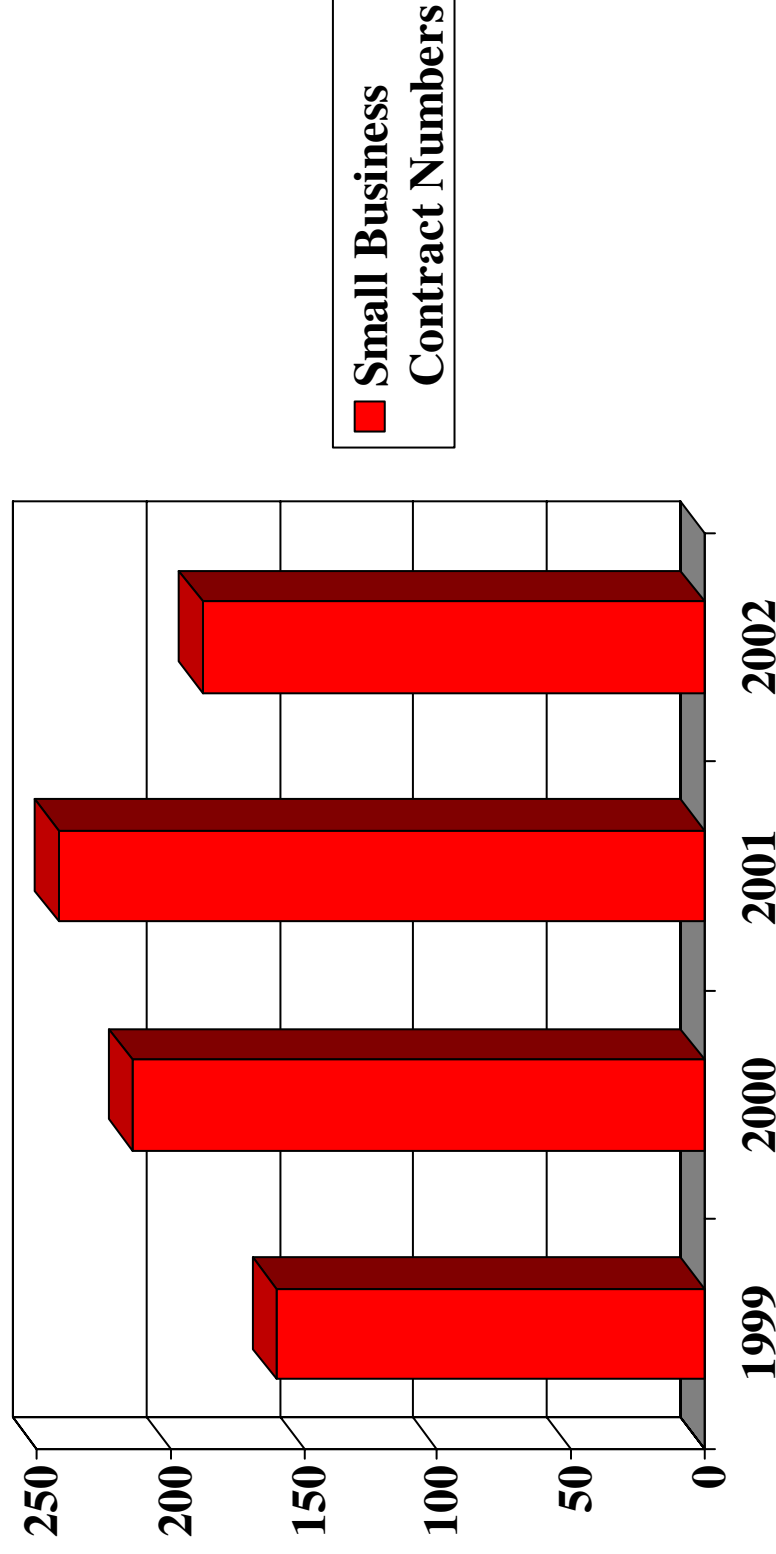
# U.S. Department of Education

Number of Contracts to 8(a) Firms



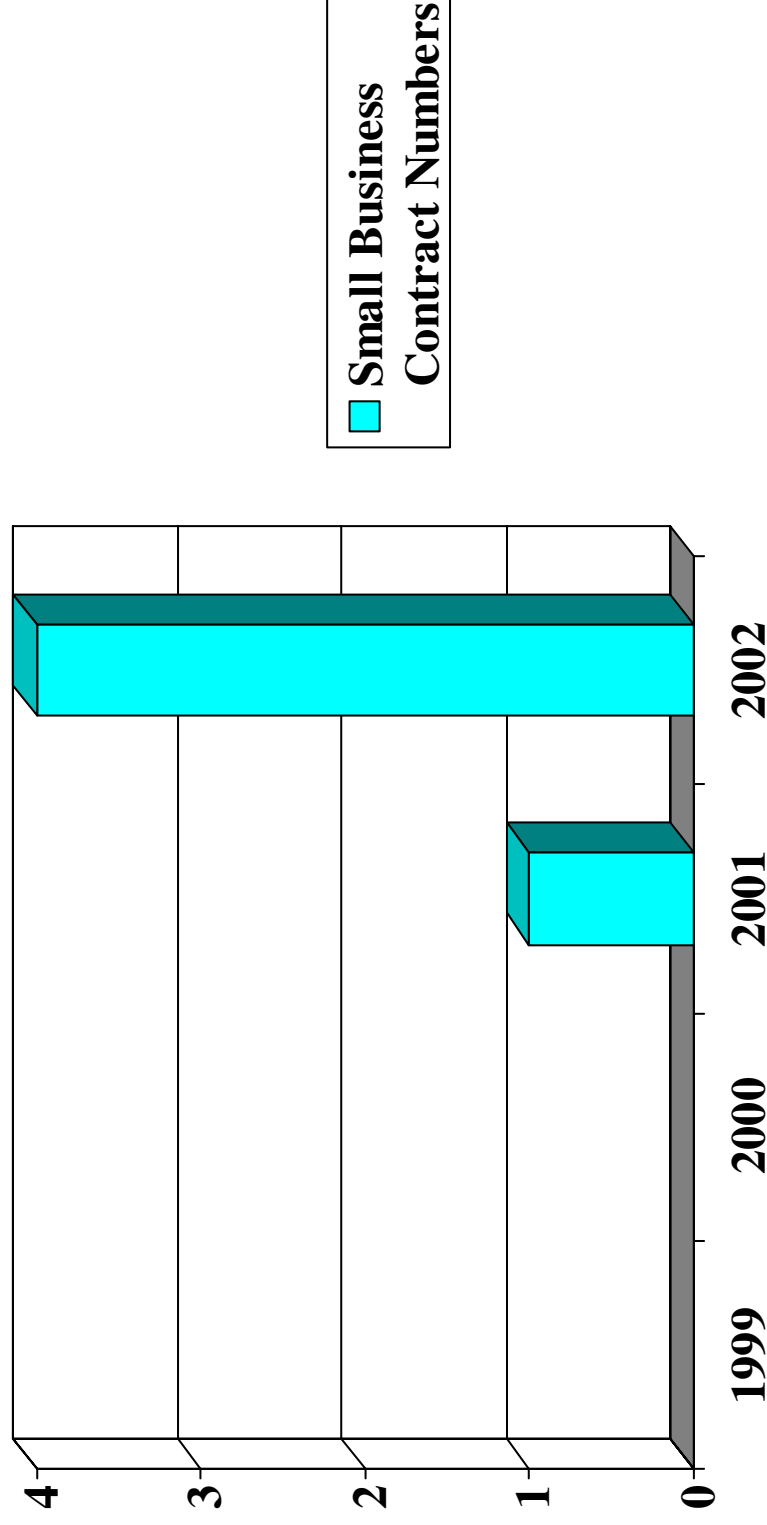
# U.S. Department of Education

Number of Contracts to Women-Owned Businesses



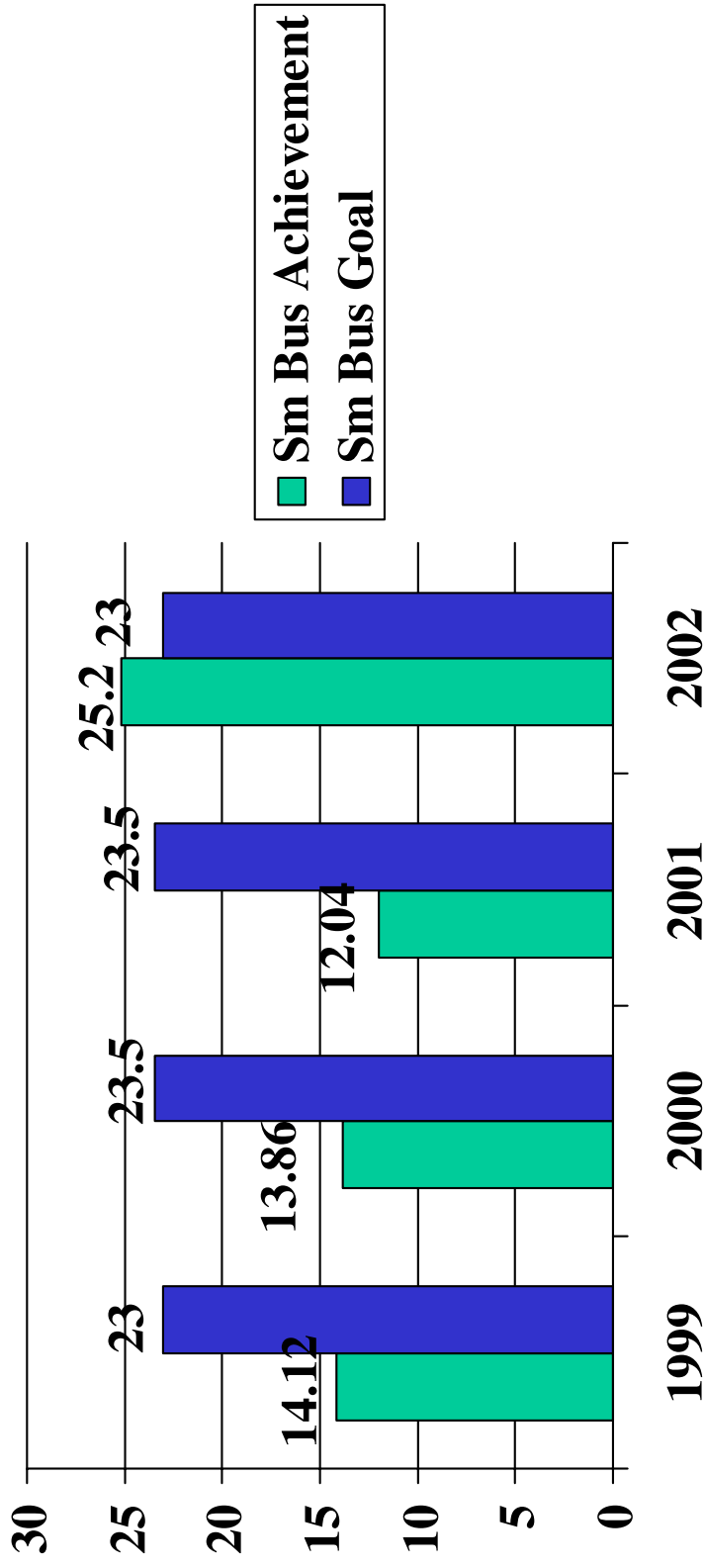
# U.S. Department of Education

Number of Contracts to HUBZone Businesses



# Department of Education

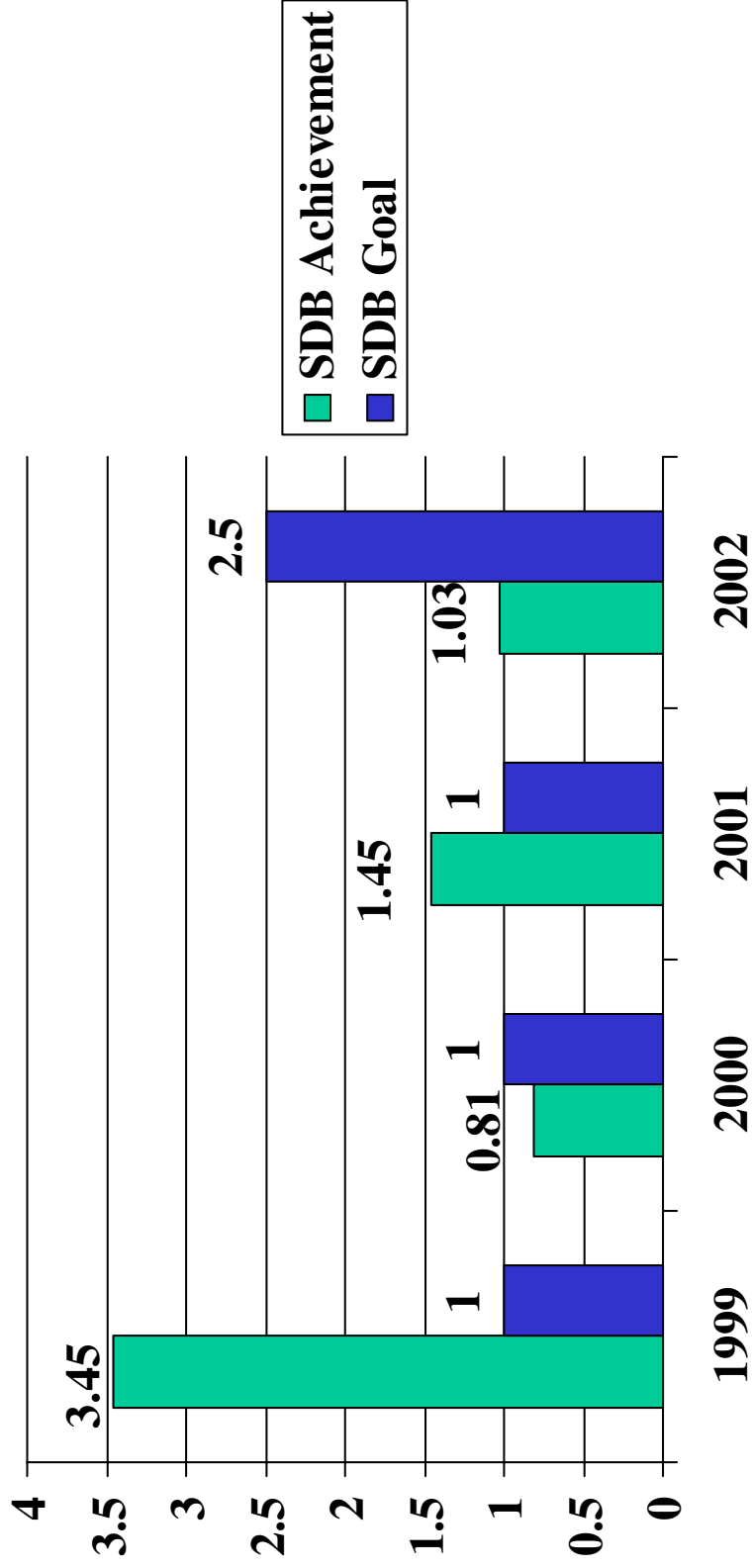
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Department of Education

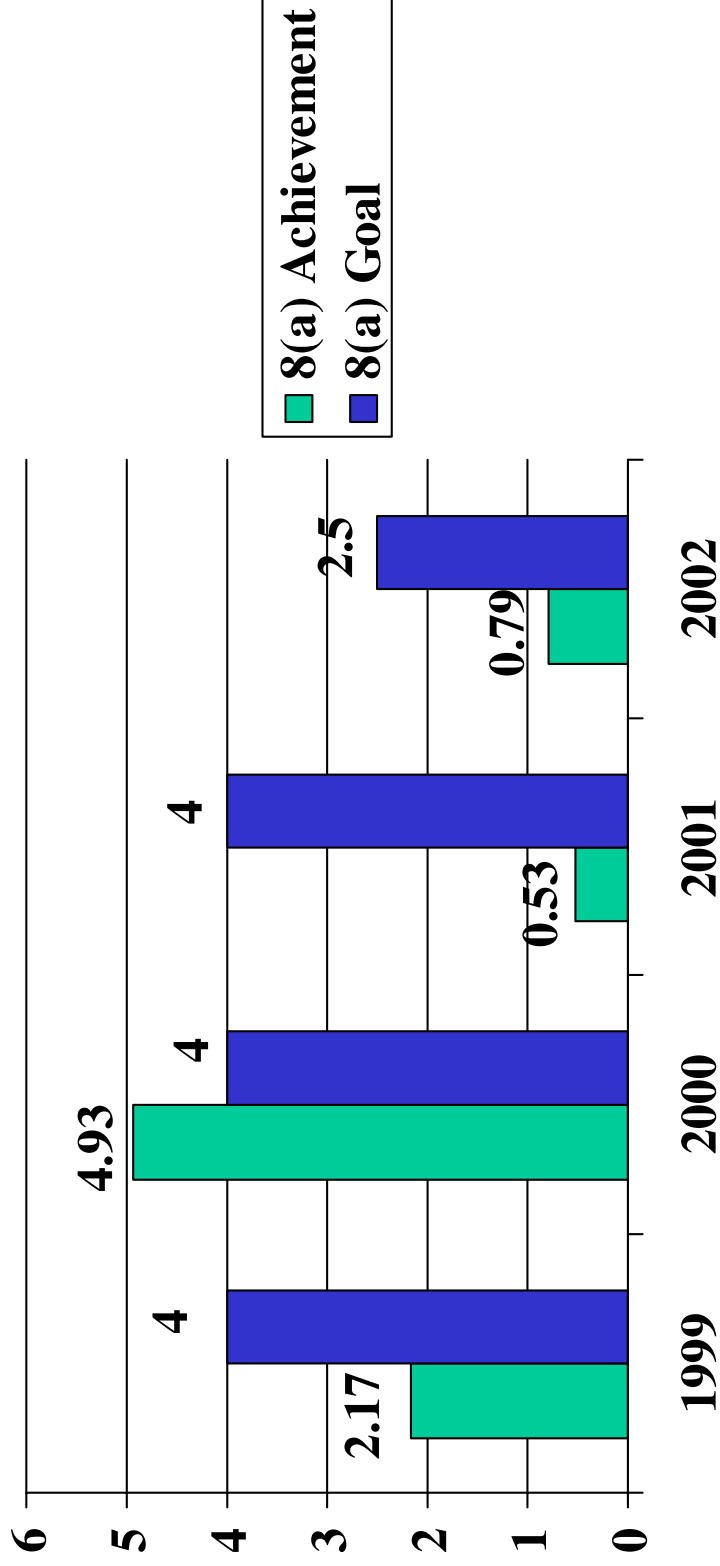
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Department of Education

## 8(a) Goal Achievement

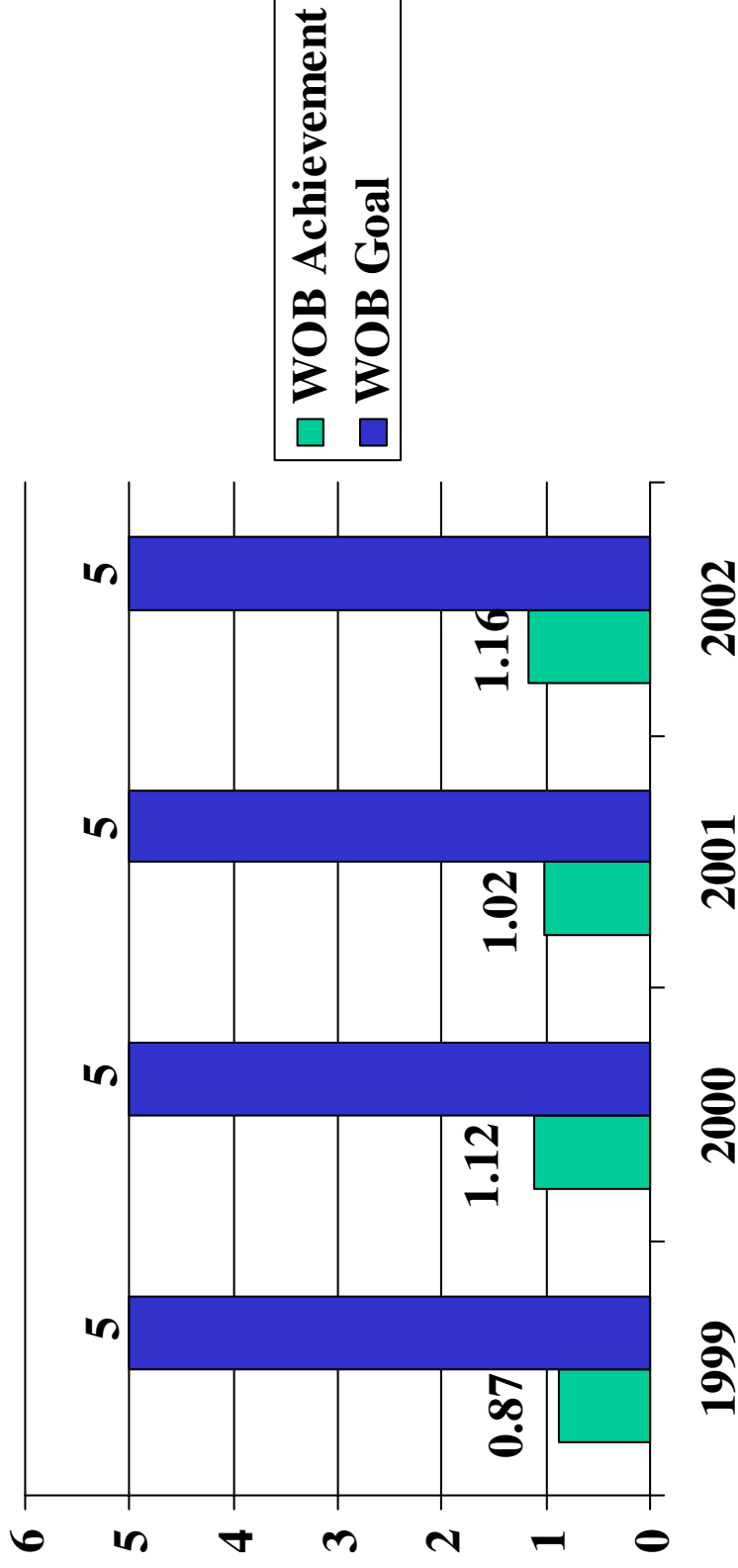


These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.



# Department of Education

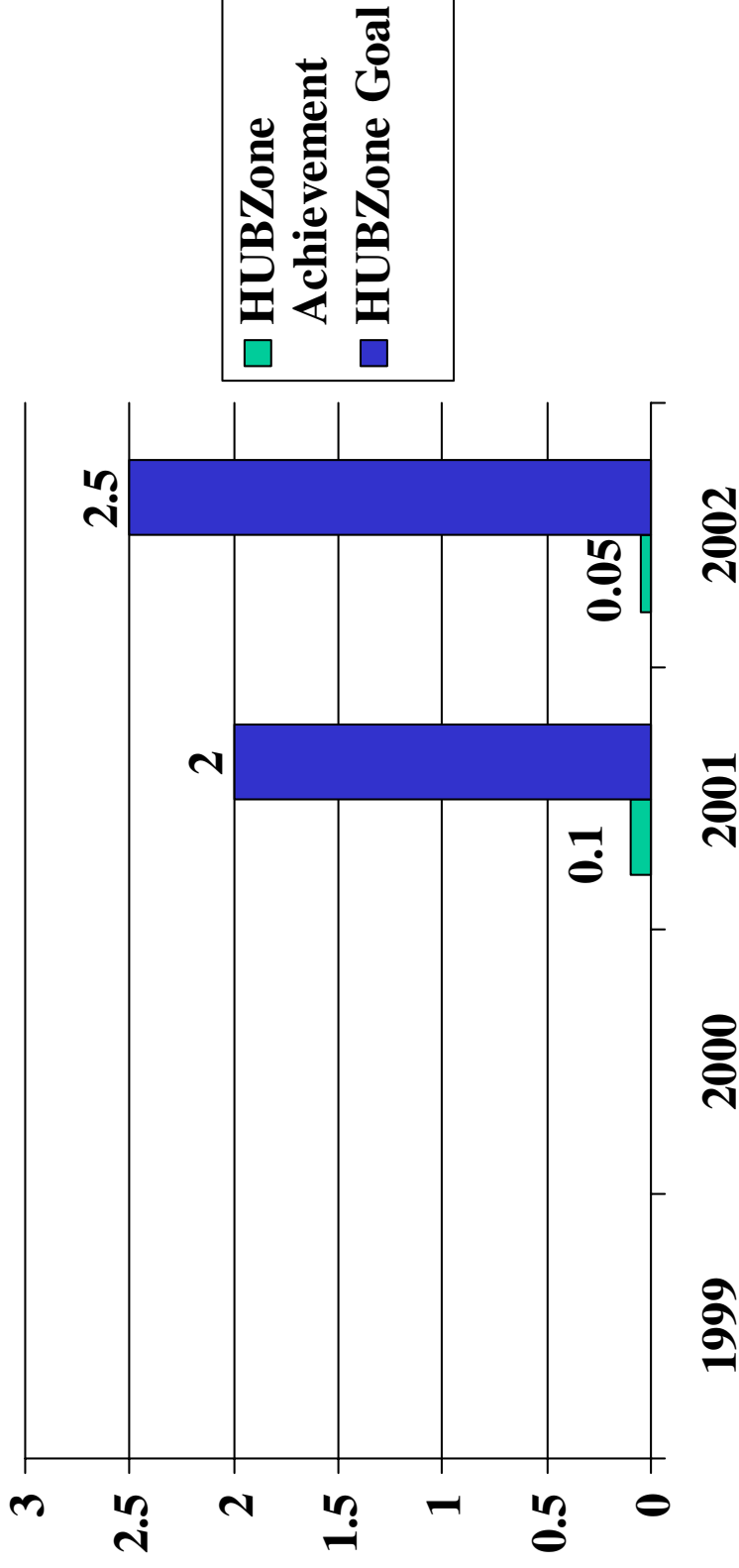
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Department of Education

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Social Security Administration**

### **Procurement Dollar Analysis**

The Social Security Administration (SSA) had \$331.9 million in contracting activity in 1995. An increase took place in 1996 with procurements of \$522.5 million. A slight decrease occurred in 1997 with procurements of \$424.7 million. An increase occurred in 1998 to \$517.7 million. In 1999, SSA showed a decrease to \$493.5 million. Based on 2000 figures, SSA showed an increase in procurement activity to \$580.3 million. SSA had a decrease in contracting volume in 2001 to \$538.3 million. In 2002, SSA had procurement dollars of \$613.1 million.

### **Numbers of Contracts**

#### **Small Business**

SSA contract actions with small businesses increased from 51,695 in 1999 to 99,557 in 2000. SSA had 85,784 contract actions with small firms in 2001. In 2002, SSA contract actions with small firms decreased to 70,259.

#### **Small Disadvantaged Business**

The number of contract actions with small disadvantaged businesses by SSA increased from 985 in 1999 to 10,322 in 2000. SSA had 2,980 contract actions with small disadvantaged businesses in 2001. In 2002, SSA had 1,397 contract actions with small disadvantaged businesses.

#### **8(a) Program**

SSA contract actions with 8(a) firms increased from 181 in 1999, to 191 in 2000, and 240 in 2001. In 2002, SSA had 221 contract actions with 8(a) companies.

#### **Women-Owned Business**

The number of contract actions with women-owned firms by SSA increased from 1,345 in 1999 to 9,804 in 2000. SSA had 7,828 contract actions with women-owned businesses in 2001. In 2002, SSA had 4,782 contract actions with women-owned companies.

#### **HUBZone Small Business Concerns**

SSA had 57 contract actions with HUBZone companies in 2001. In 2002, SSA had 64 contract actions with HUBZone firms.

## Goal Achievement

### Small Business Goal

SSA exceeded its small business goal from 1999 through 2001. Based on figures for 2002, SSA again exceeded its small business goal. SSA accomplished 40.59 percent, while its goal was 32 percent. In this case, SSA's grade would normally be an "A."

	1999	2000	2001	2002
SB Goal	35	35.5	35.5	32
SB Achievement	35.58	38.66	37.81	40.59

Based on the first three years of this study, the average achievement was 37.35 percent. The average goal for the same period was 35.33 percent. As the 2002 goal was established below the average achievement, the letter grade would normally be dropped to a "B." However, as SSA has set an unreasonably low goal for the past two years, SSA will be downgraded to a "C." Further, as SSA has set an unreasonably low goal for the past three years, SSA will be downgraded again to a "D." SSA's small business goal for fiscal year 2003 is 32 percent.

### Small Disadvantaged Business Goal

SSA did not achieve its small disadvantaged business goal in 1999, but exceeded its goal in 2000 and 2001. Based on figures for 2002, SSA did not achieve its goal. SSA accomplished 6.42 percent, while its goal was 6.8 percent. As SSA achieved 94.4 percent of its goal, the grade will be an "A." SSA has a small disadvantaged business goal of 6.8 percent for fiscal year 2003.

### 8(a) Program Goal

SSA did not achieve its 8(a) Program goal from 1999 through 2001. Based on figures for 2002, SSA exceeded its 8(a) Program goal. SSA achieved 10.31 percent, while its goal was 6.8 percent. As SSA exceeded its goal, the grade would normally be an "A."

	1999	2000	2001	2002
8(a) Goal	13	13	13	6.8
8(a) Achievement	9.63	7.54	10	10.31

Based on the first three years of this study, the average achievement was 9.06 percent. The average goal over the same period was 13 percent. As SSA established a goal for 2002 that was less than the average achievement for the past two years, the grade will be dropped to a “B.” Further, as SSA has set an unreasonably low goal for the past three years, SSA will be downgraded again to a “C.” For fiscal year 2002, SSA has an 8(a) Program goal of 6.8 percent.

#### Women-Owned Business Goal

SSA did not accomplish its women-owned business goal from 1999 through 2001. Based on figures for 2002, SSA again did not achieve its goal. SSA accomplished 3.3 percent, yet its goal was 5 percent. As SSA achieved 66 percent of its goal, the grade will be a “D.” SSA has a women-owned business goal of 5 percent for fiscal year 2003.

#### HUBZone Small Business Concern Goal

SSA did not achieve its HUBZone goal in 2001. Based on figures for 2002, SSA again did not achieve its goal. SSA accomplished 0.92 percent, however its goal was 2.5 percent. As SSA achieved 36.8 percent of its goal, the grade will be an “F.” SSA has a HUBZone business goal of 3 percent for fiscal year 2003.

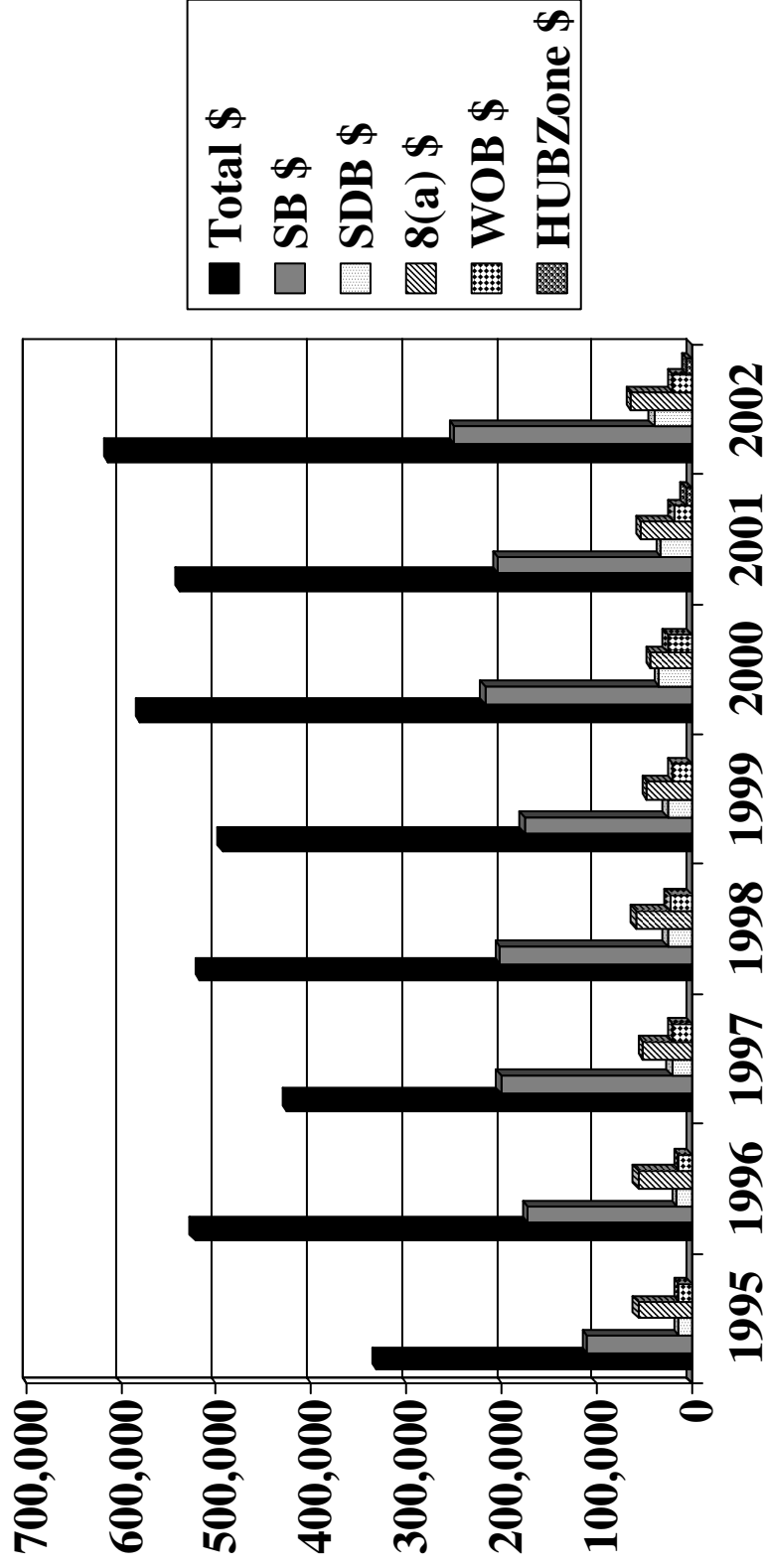
#### Overall Grade

Small Business Goal	D 1 point
Small Disadvantaged Business Goal	A 4 points
8(a) Program Goal	C 2 points
Women-Owned Business Goal	D 1 point
HUBZone Goal	F 0 points
Average Grade	D 1.6 points

With a “D” in the Small Business Goal, an “A” in the Small Disadvantaged Business Goal, a “C” in the 8(a) Program goal, a “D” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Social Security Administration has an overall point total of 1.6 points, for a grade of “D.”

# Social Security Administration

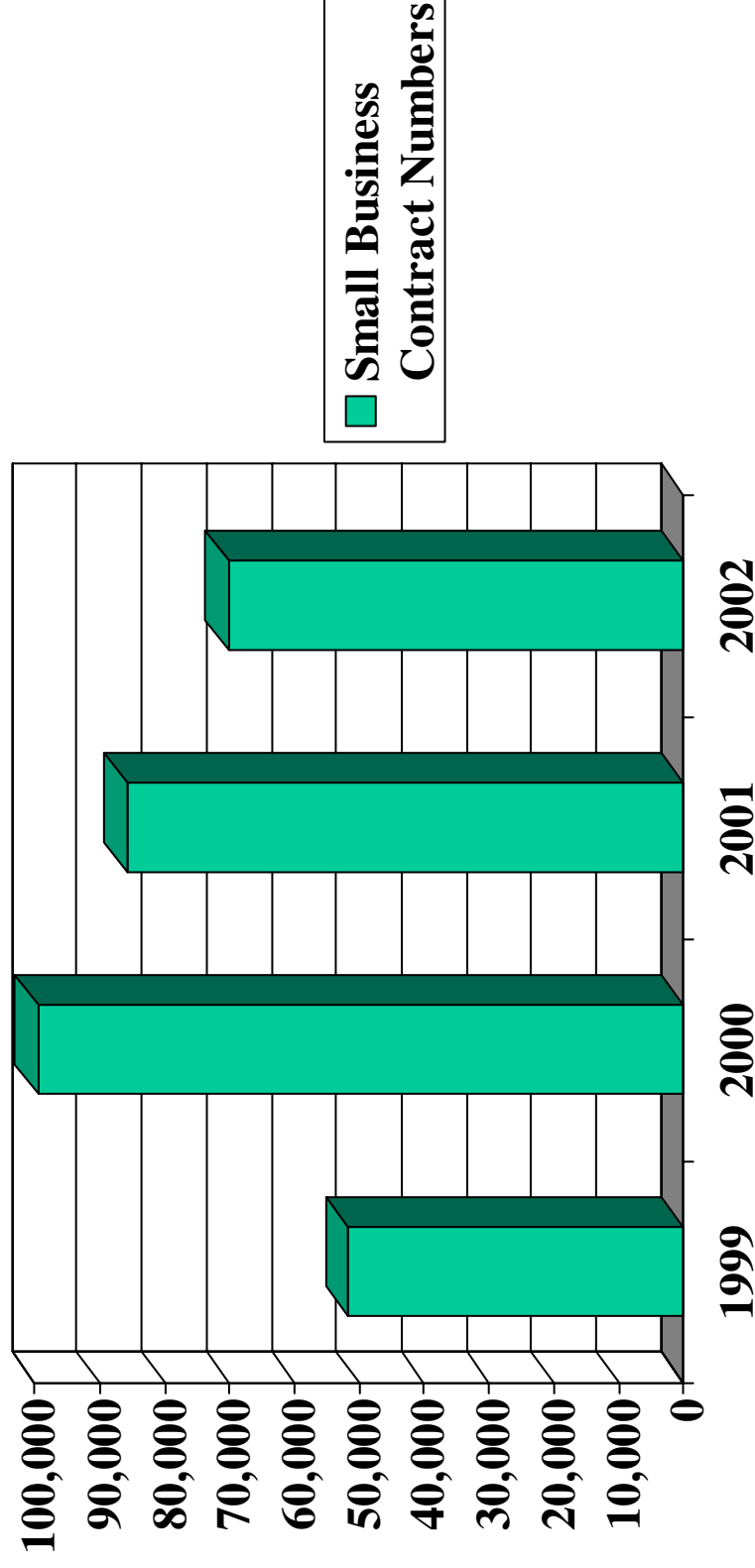
## Procurement Dollars



Dollars are expressed in millions.

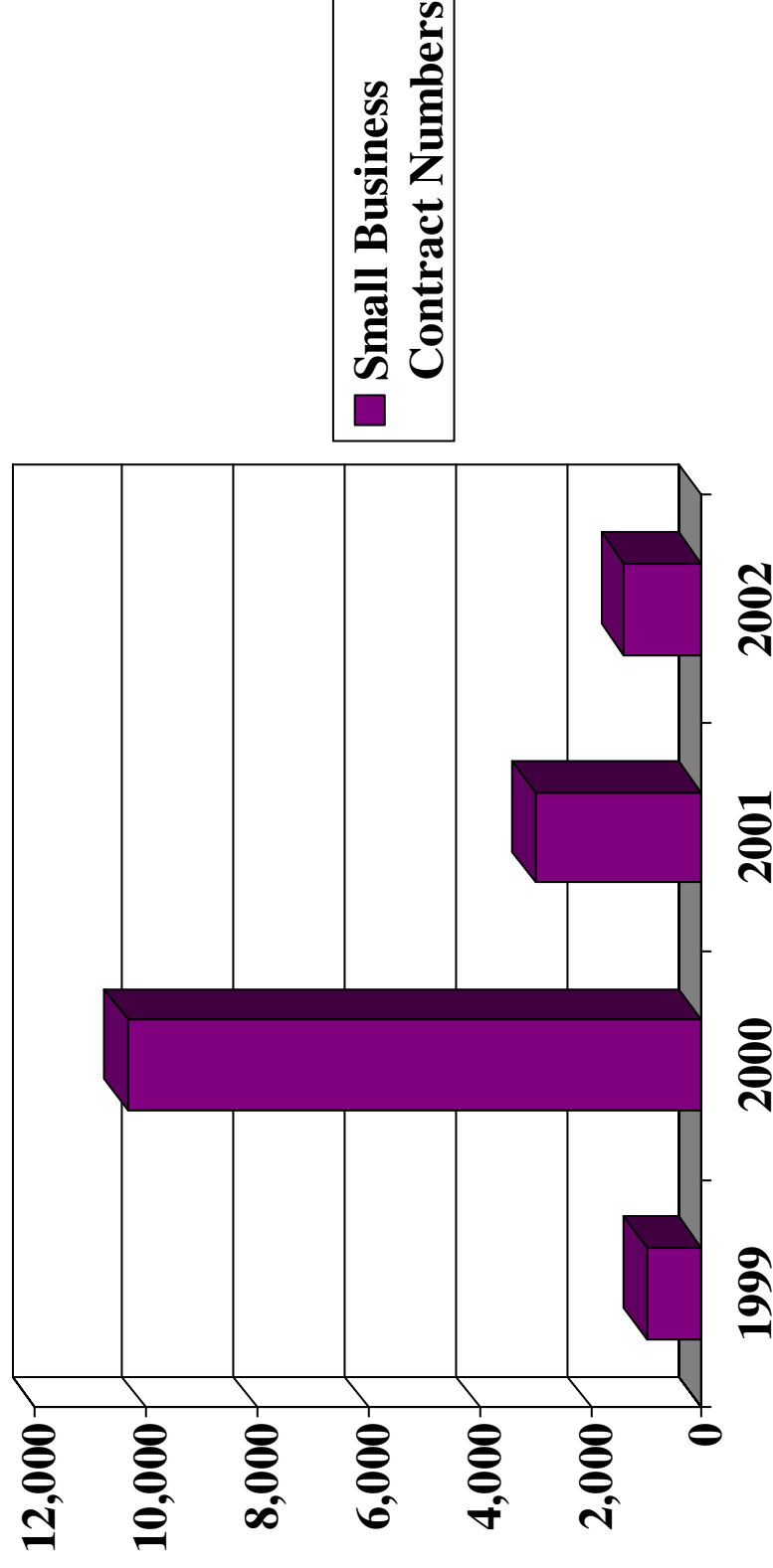
# Social Security Administration

Number of Contracts to Small Businesses



# Social Security Administration

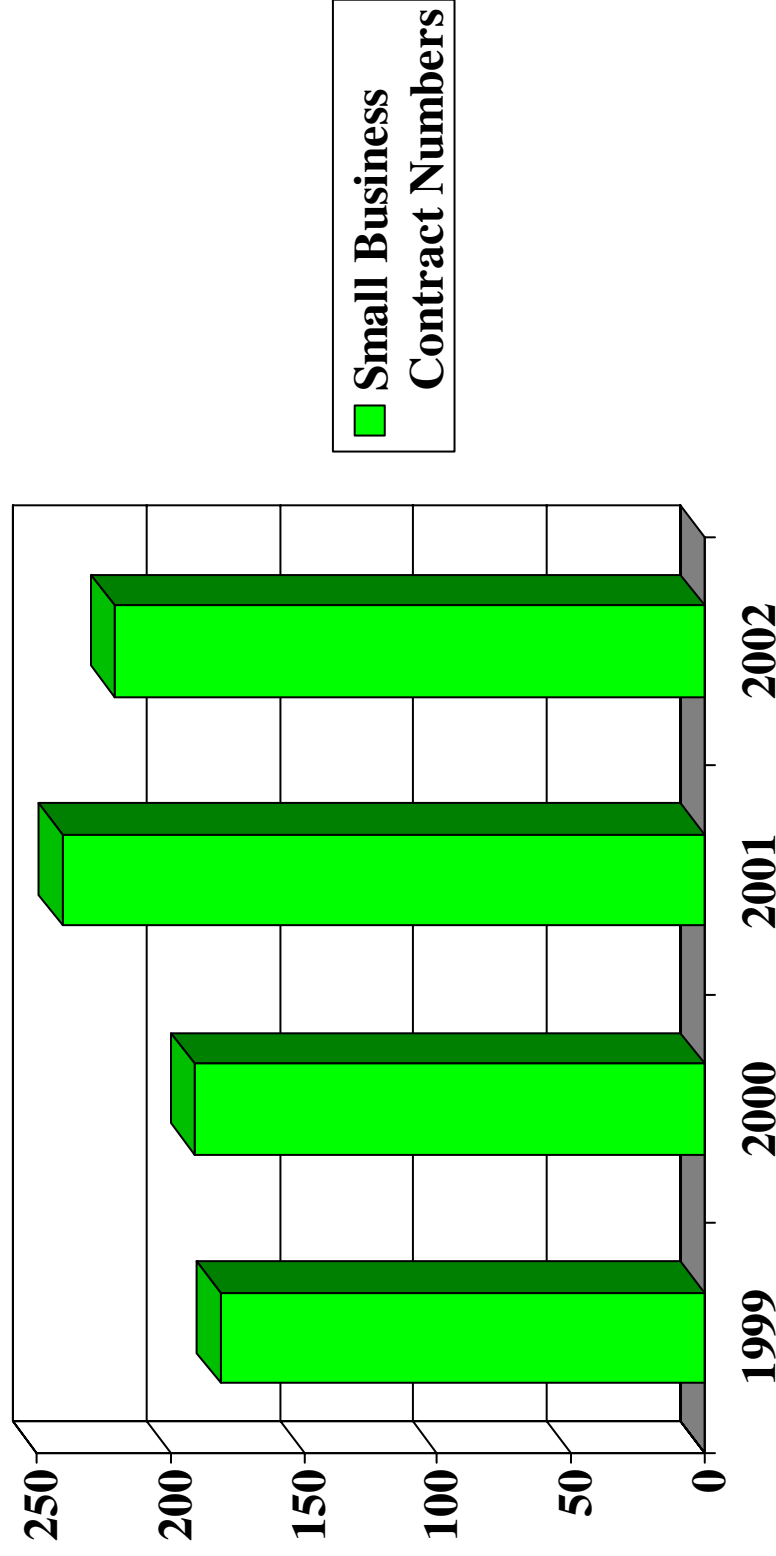
Number of Contracts to Small Disadvantaged Businesses





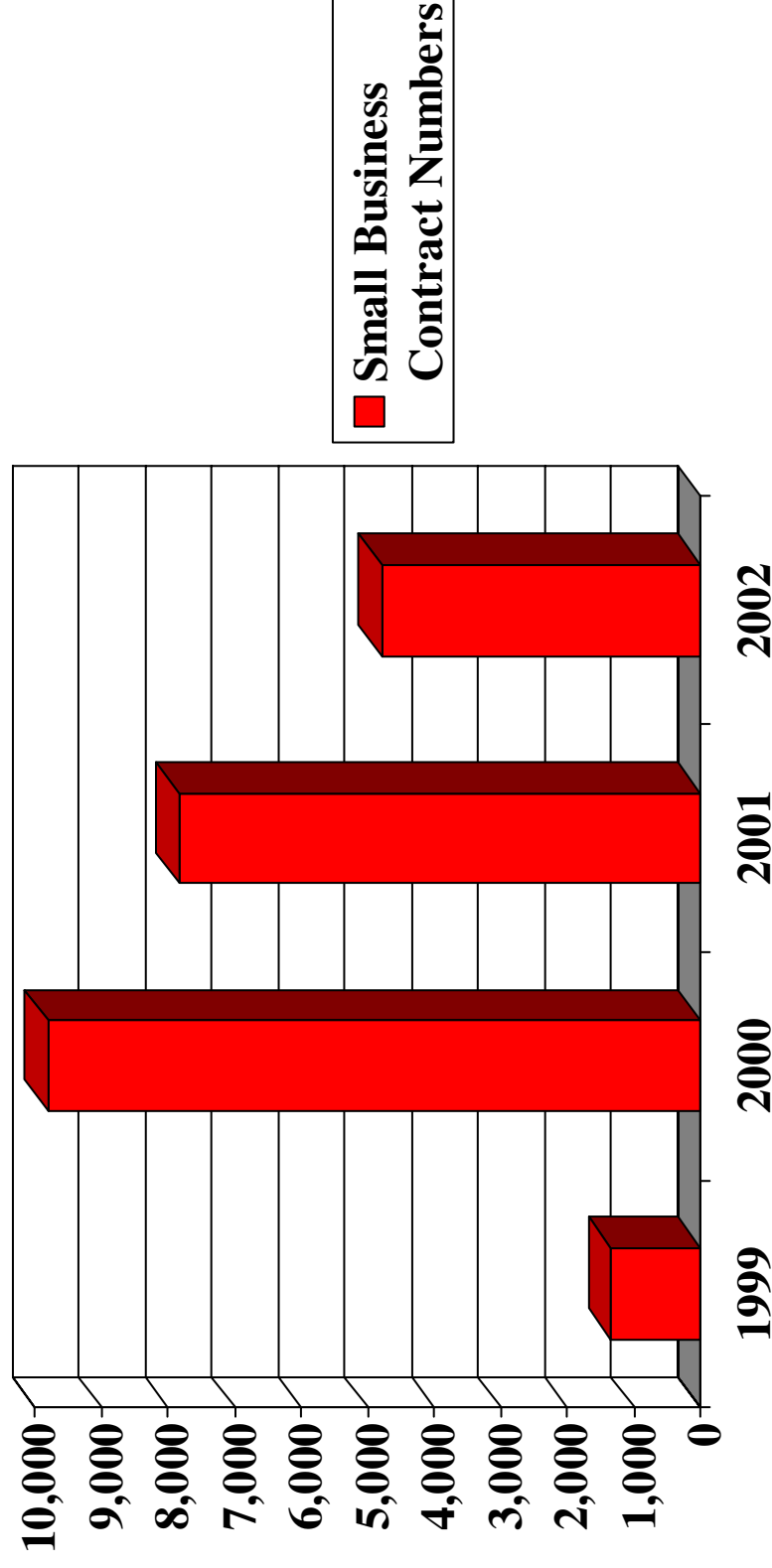
# Social Security Administration

Number of Contracts to 8(a) Firms



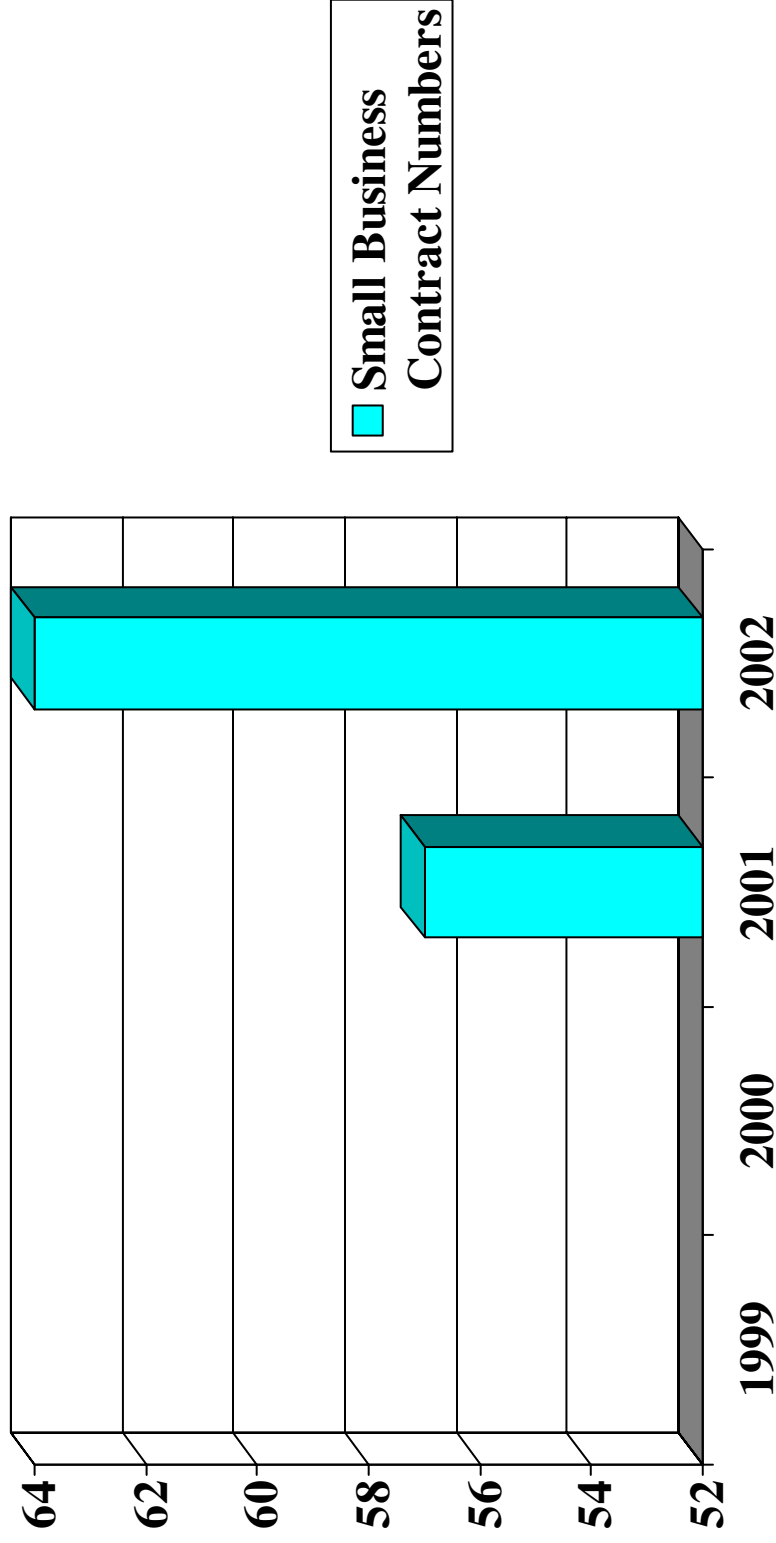
# Social Security Administration

Number of Contracts to Women-Owned Businesses



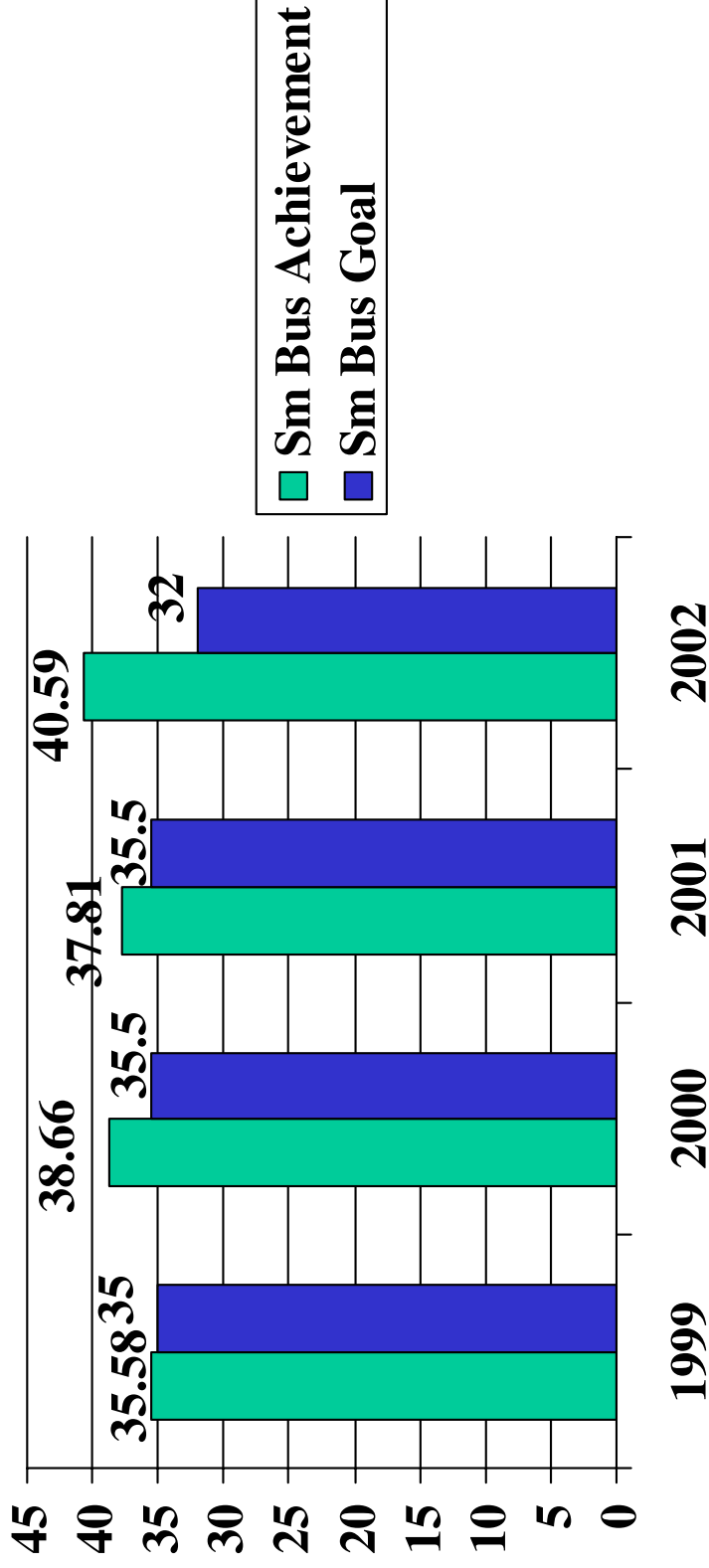
# Social Security Administration

Number of Contracts to HUBZone Businesses



# Social Security Administration

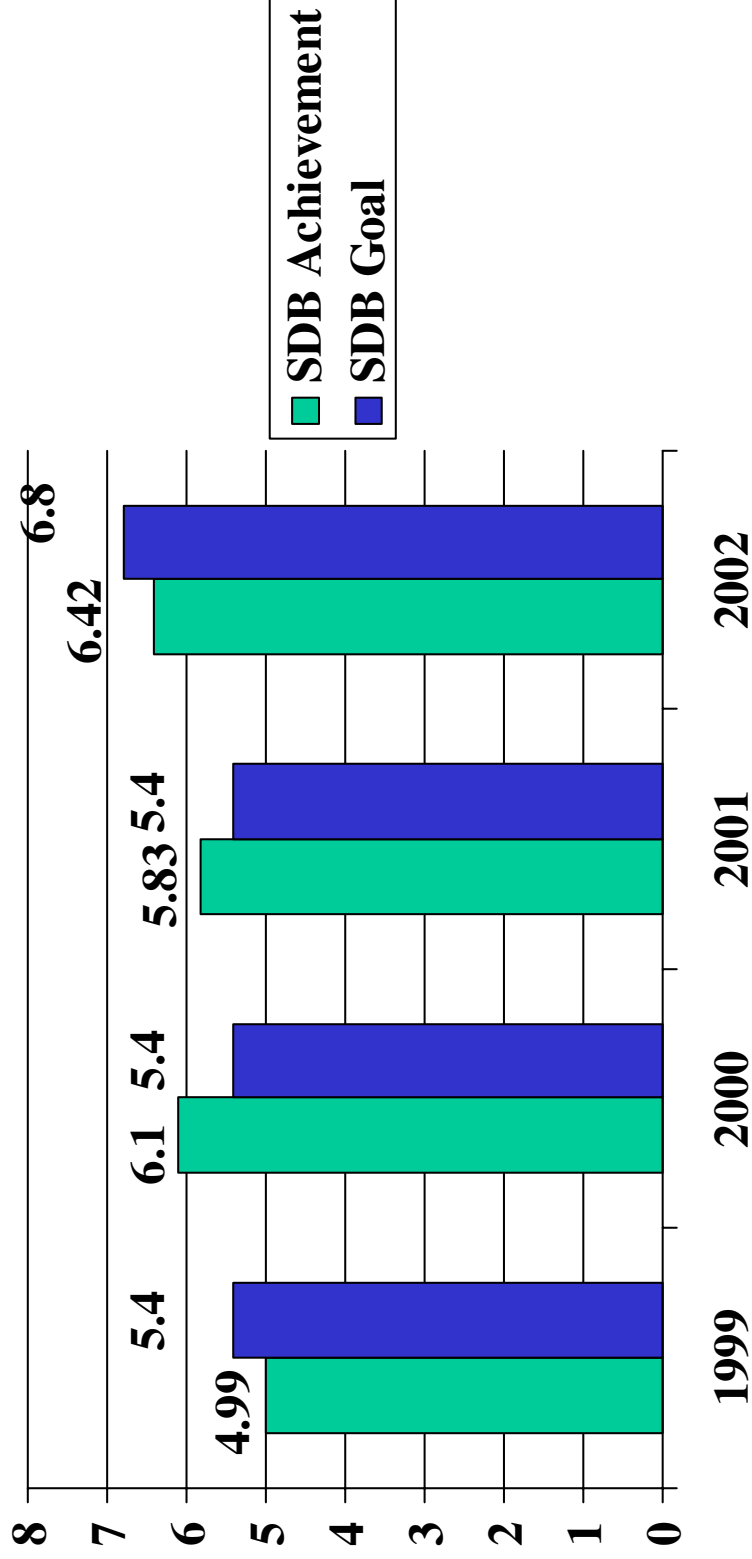
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Social Security Administration

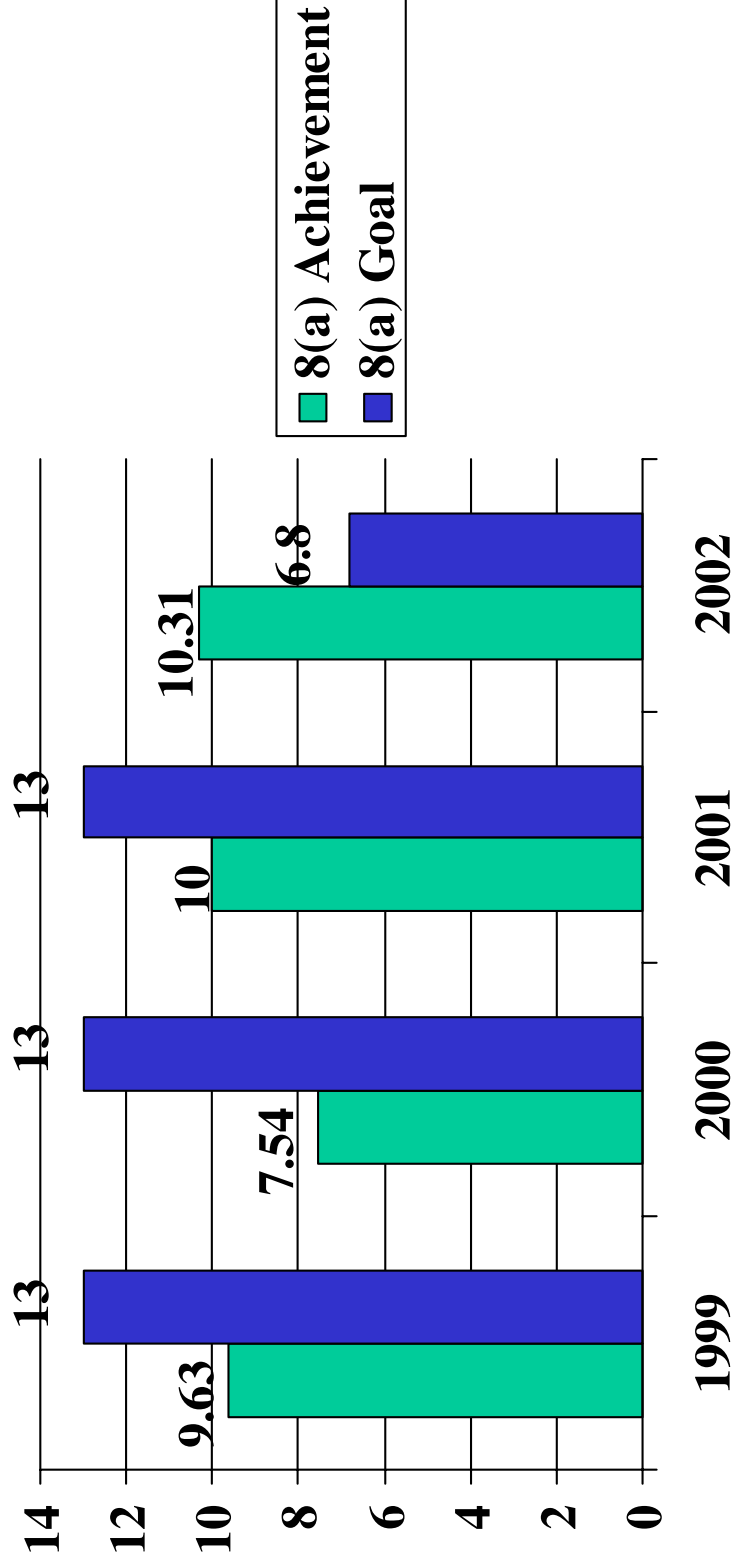
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Social Security Administration

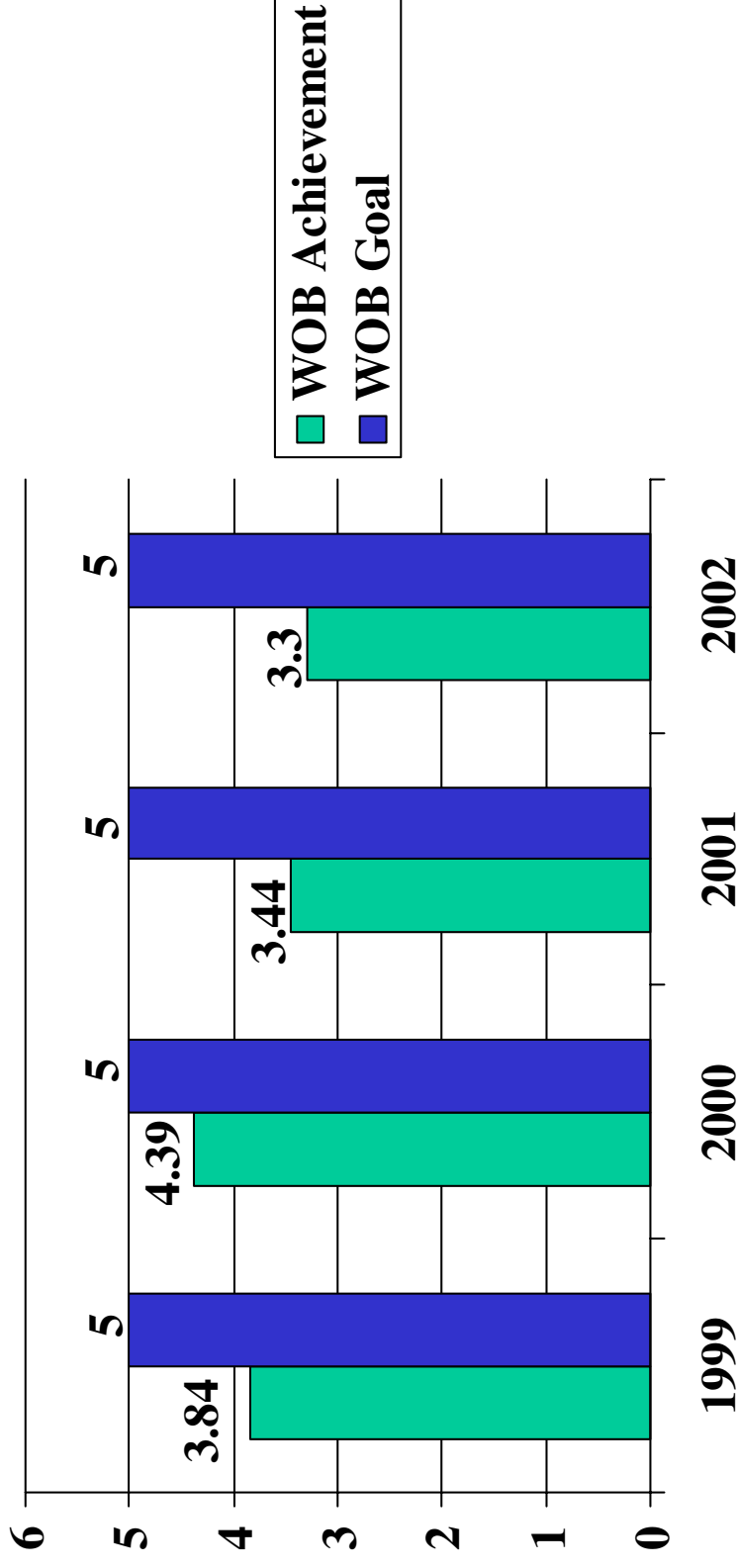
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Social Security Administration

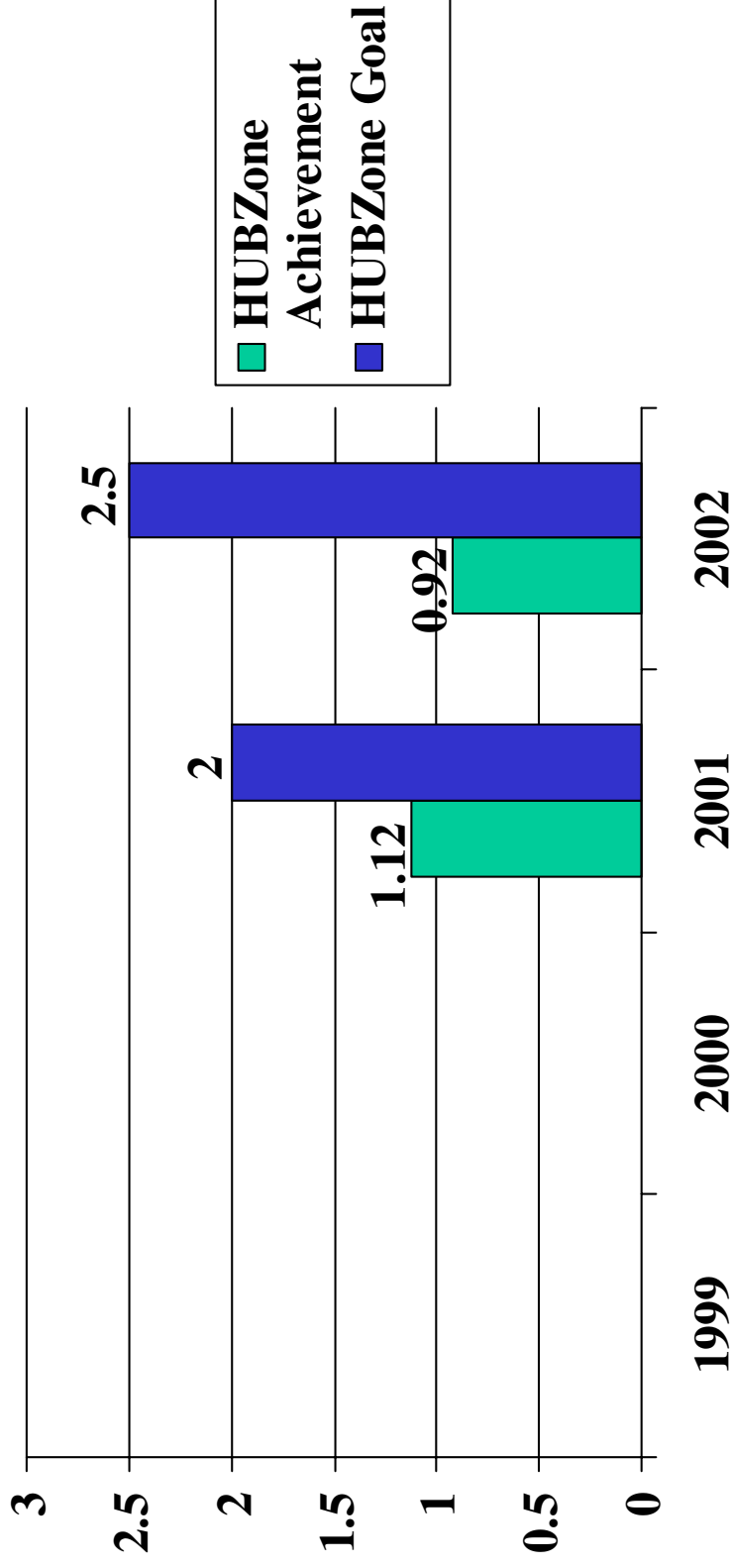
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Social Security Administration

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.



## **Office of Personnel Management**

### **Procurement Dollar Analysis**

The Office of Personnel Management (OPM) had procurement activity of \$82.8 million in 1995. In 1996, OPM had a decrease in volume to \$78.4 million. Activity increased to \$97.4 million in 1997 and \$165.5 million in 1998. In 1999, OPM showed another increase in procurement activity to \$171.3 million. Procurement activity again increased for OPM to \$205.1 million in 2000 and to \$284.7 million in 2001. For 2002, OPM had an increase in contracting dollars to \$350.3 million.

### **Numbers of Contracts**

#### **Small Business**

The number of contract actions with small businesses by OPM decreased from 4,556 in 1999, to 3,691 in 2000, and 3,551 in 2001. In 2002, OPM had 2,384 contract actions with small firms.

#### **Small Disadvantaged Business**

The number of OPM contract actions with small disadvantaged businesses increased from 86 in 1999, to 188 in 2000, and to 197 in 2001. In 2002, OPM contract actions with small disadvantaged businesses decreased to 128.

#### **8(a) Program**

The number of OPM contract actions with 8(a) firms increased from 200 in 1999, to 218 in 2000, and 230 in 2001. In 2002, OPM had 199 contract actions with 8(a) companies.

#### **Women-Owned Business**

The number of contract actions with women-owned firms decreased from 740 in 1999 to 731 in 2000. OPM had 777 contract actions with women-owned companies in 2001. In 2002, OPM had 526 contract actions with women-owned businesses.

#### **HUBZone Small Business Concerns**

OPM had no contract actions with HUBZone companies in 2001. In 2002, OPM had 1 contract action with a HUBZone firm.

## Goal Achievement

### Small Business Goal

OPM did not achieve its small business goal in 1999 or 2001, but exceeded its goal in 2000. Based on figures for 2002, OPM again did not meet its small business goal. OPM achieved 11.99 percent, however its goal was 17 percent. As OPM achieved 70.5 percent of its goal, the grade would normally be a “C.”

	1999	2000	2001	2002
SB Goal	69.4	66.6	66.6	17
SB Achievement	65.52	73.73	64.26	11.99

Based on the first three years of this study, the average achievement was 67.84 percent. The average goal over the same period was 67.53 percent. As OPM established an unreasonably low goal for 2002, the grade would normally be dropped to a “D.” However, as OPM’s goal of 17 percent is below the statutory goal of 23 percent, the grade will be further dropped to an “F.” For fiscal year 2003, OPM has a small business goal of 17 percent.

### Small Disadvantaged Business Goal

OPM did not achieve its small disadvantaged business goal in 1999, but exceeded its goal in 2000 and 2001. Based on figures for 2002, OPM again surpassed its goal. OPM achieved 3.41 percent, while its goal was 2.5 percent. As OPM exceeded its goal, the grade would normally be an “A.” However, as OPM’s goal is less than the 5 percent mandated goal, OPM would normally be downgraded to a “B.” As OPM has set a goal below the statutory goal for the past two years, OPM will be downgraded to a “C.” Further, as OPM set a goal below the statutory goal for the past three years, OPM will be downgraded again to a “D.” For fiscal year 2003, OPM has a small disadvantaged business goal of 2.5 percent.

### 8(a) Program Goal

OPM did not achieve its 8(a) Program goal in 1999, but exceeded its goal in 2000 and 2001. Based on figures for 2002, OPM did not achieve its 8(a) Program goal. OPM accomplished 2.18 percent, yet its goal was 2.5 percent. As OPM achieved 87.2 percent of its goal, the grade will be a “B.” OPM has an 8(a) Program goal for fiscal year 2002 of 2.5 percent.

### Women-Owned Business Goal

OPM exceeded its women-owned business goal from 1999 through 2001. Based on figures for 2002, OPM did not achieve its goal. OPM accomplished 4.75 percent, while its goal was 5.03 percent. As OPM achieved 94.4 percent of its goal, the grade will be an “A.” For fiscal year 2003, OPM has a women-owned business goal of 5.03 percent.

### HUBZone Small Business Concern Goal

OPM did not achieve its HUBZone goal in 2001. Based on figures for 2002, OPM again did not achieve its goal. OPM accomplished 0 percent, yet its goal was 2.5 percent. As OPM accomplished 0 percent of its goal, the grade will be an “F.” OPM has a HUBZone goal of 3 percent for fiscal year 2003.

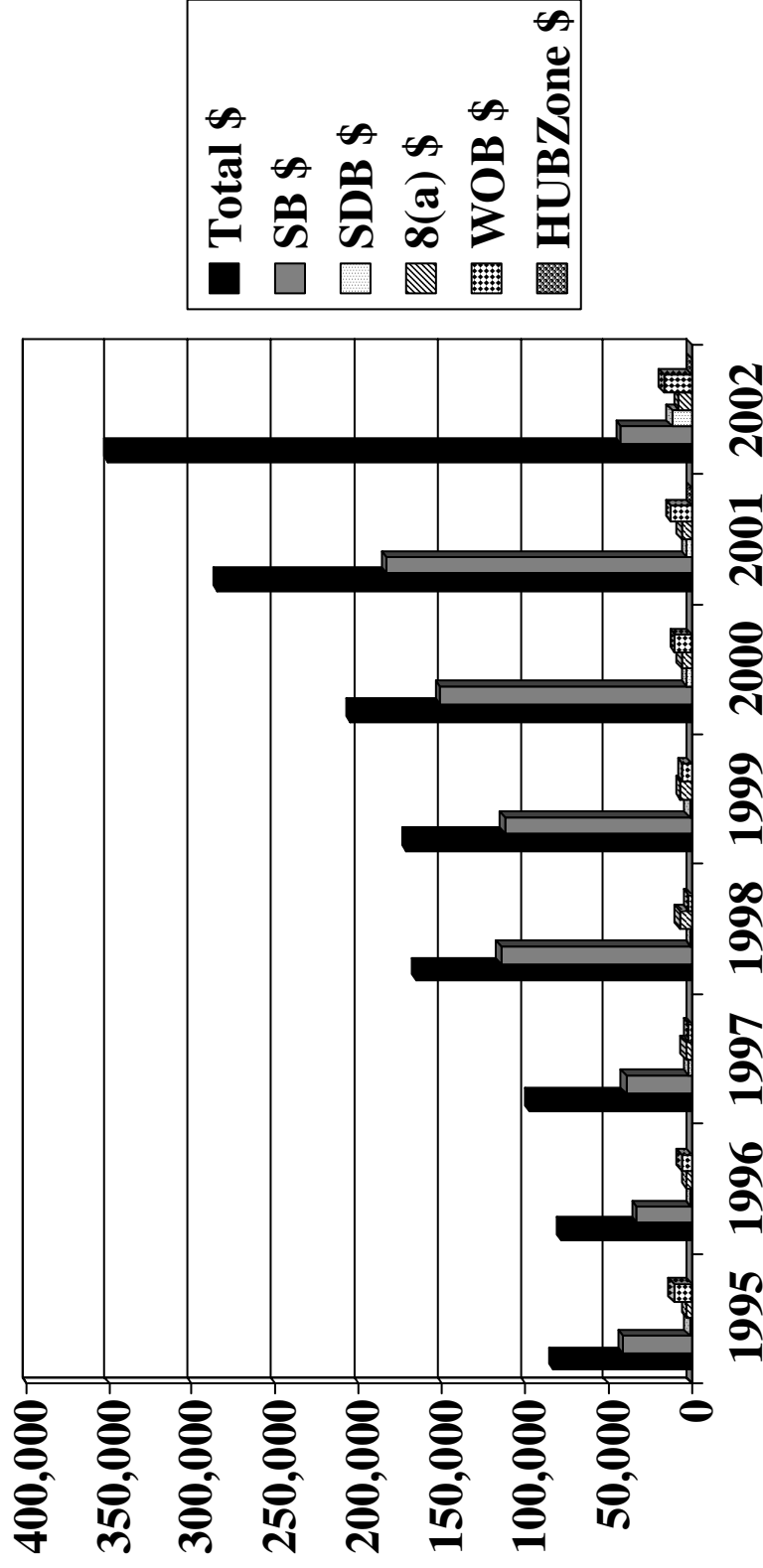
### Overall Grade

Small Business Goal	F 0 points
Small Disadvantaged Business Goal	D 1 point
8(a) Program Goal	B 3 points
Women-Owned Business Goal	A 4 points
HUBZone Goal	F 0 points
Average Grade	D 1.6 points

With an “F” in the Small Business Goal, a “D” in the Small Disadvantaged Business Goal, a “B” in the 8(a) Program goal, an “A” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Office of Personnel Management has an overall point total of 1.6 points, for a grade of “D.”

# Office of Personnel Management

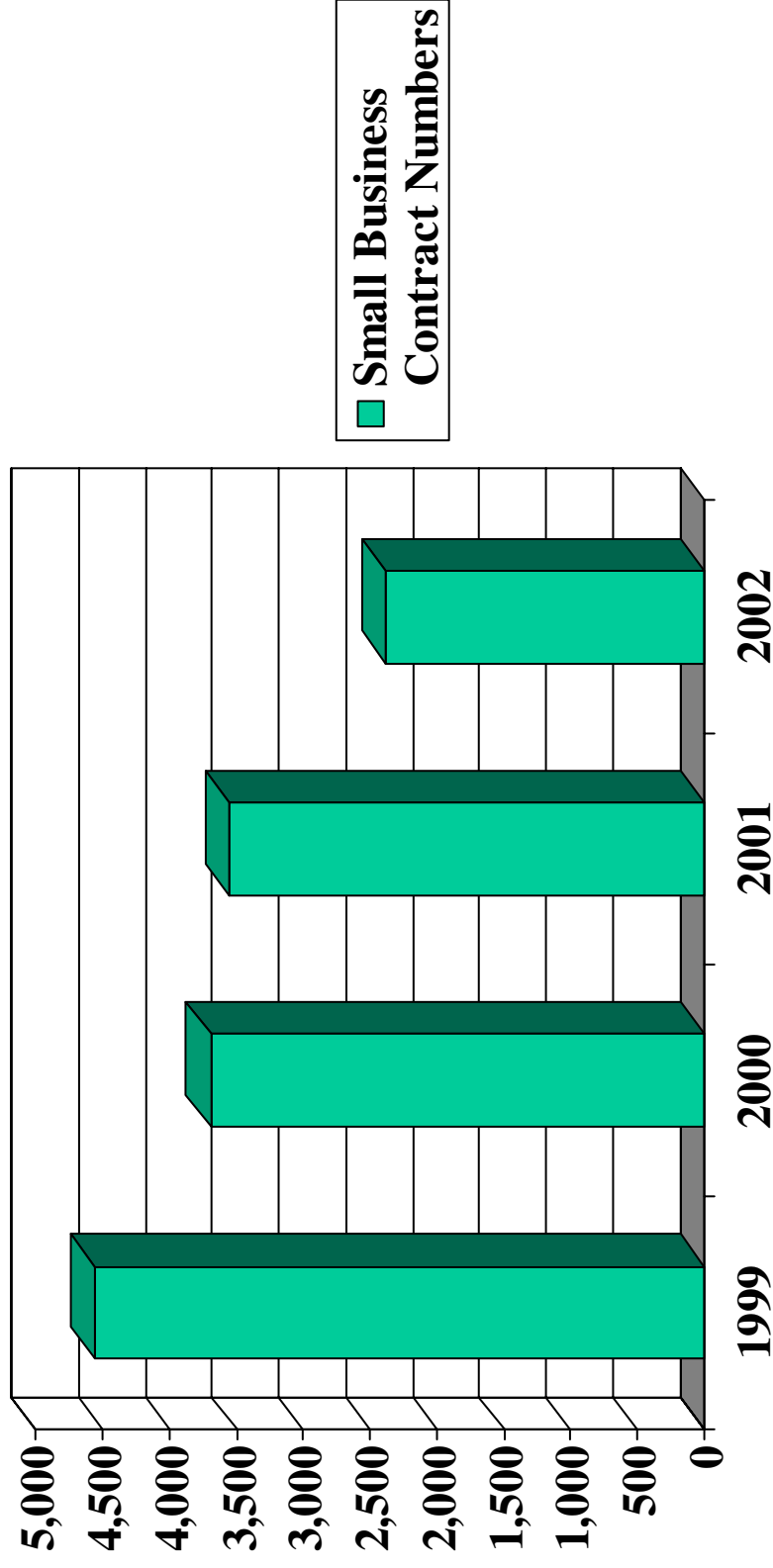
## Procurement Dollars



Dollars are expressed in millions.

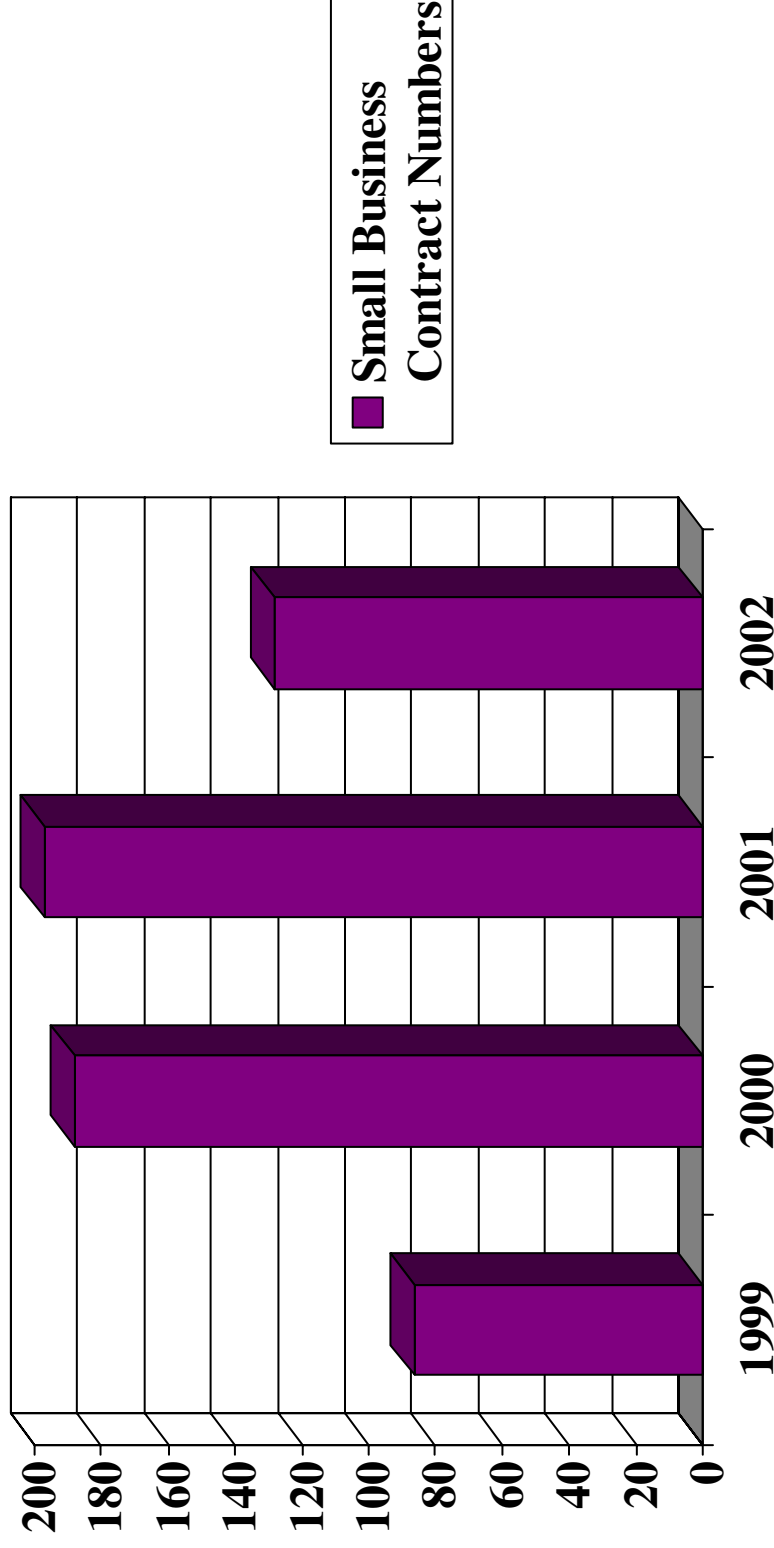
# U.S. Office of Personnel Management

Number of Contracts to Small Businesses



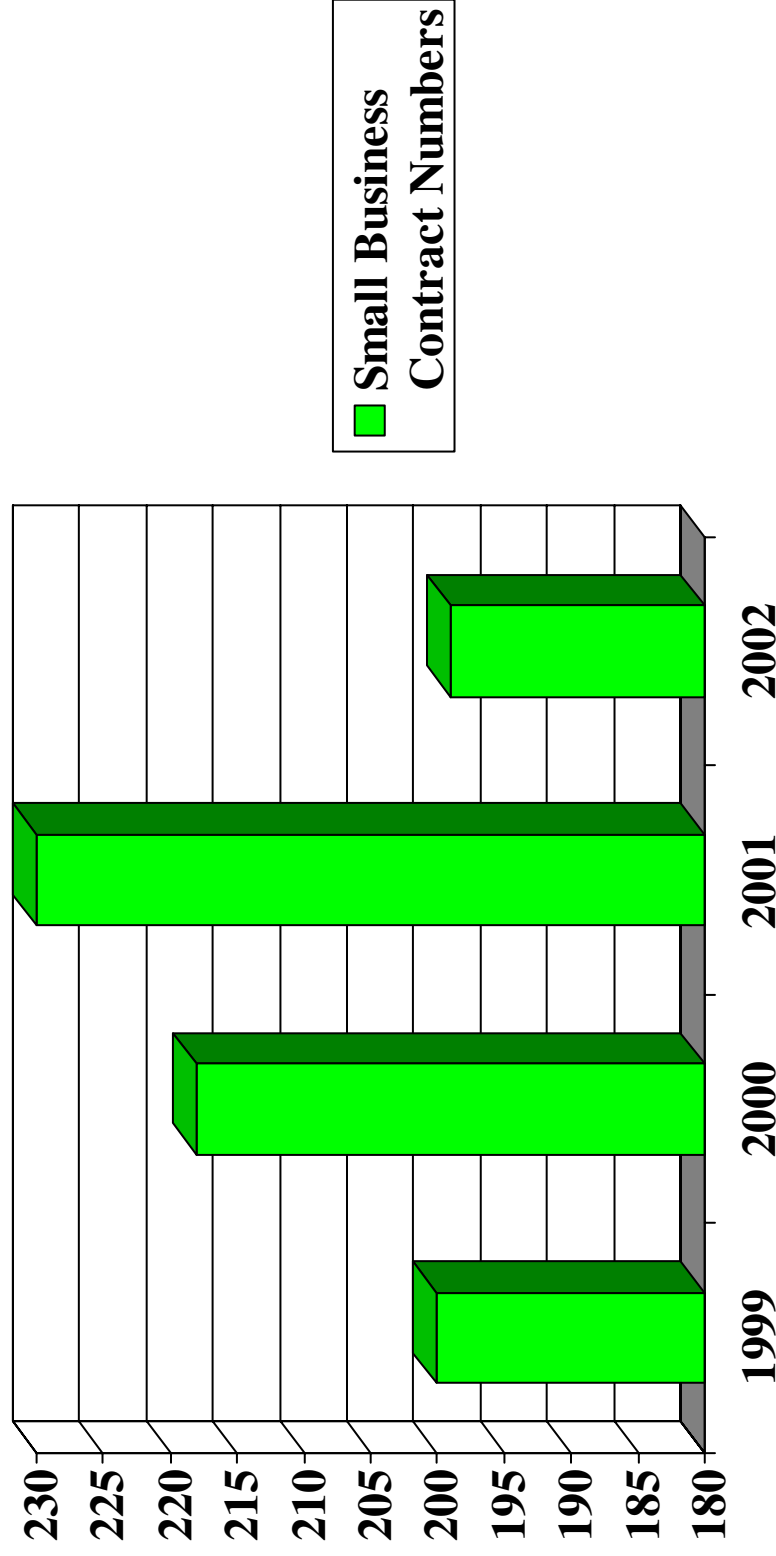
# U.S Office of Personnel Management

Number of Contracts to Small Disadvantaged Businesses



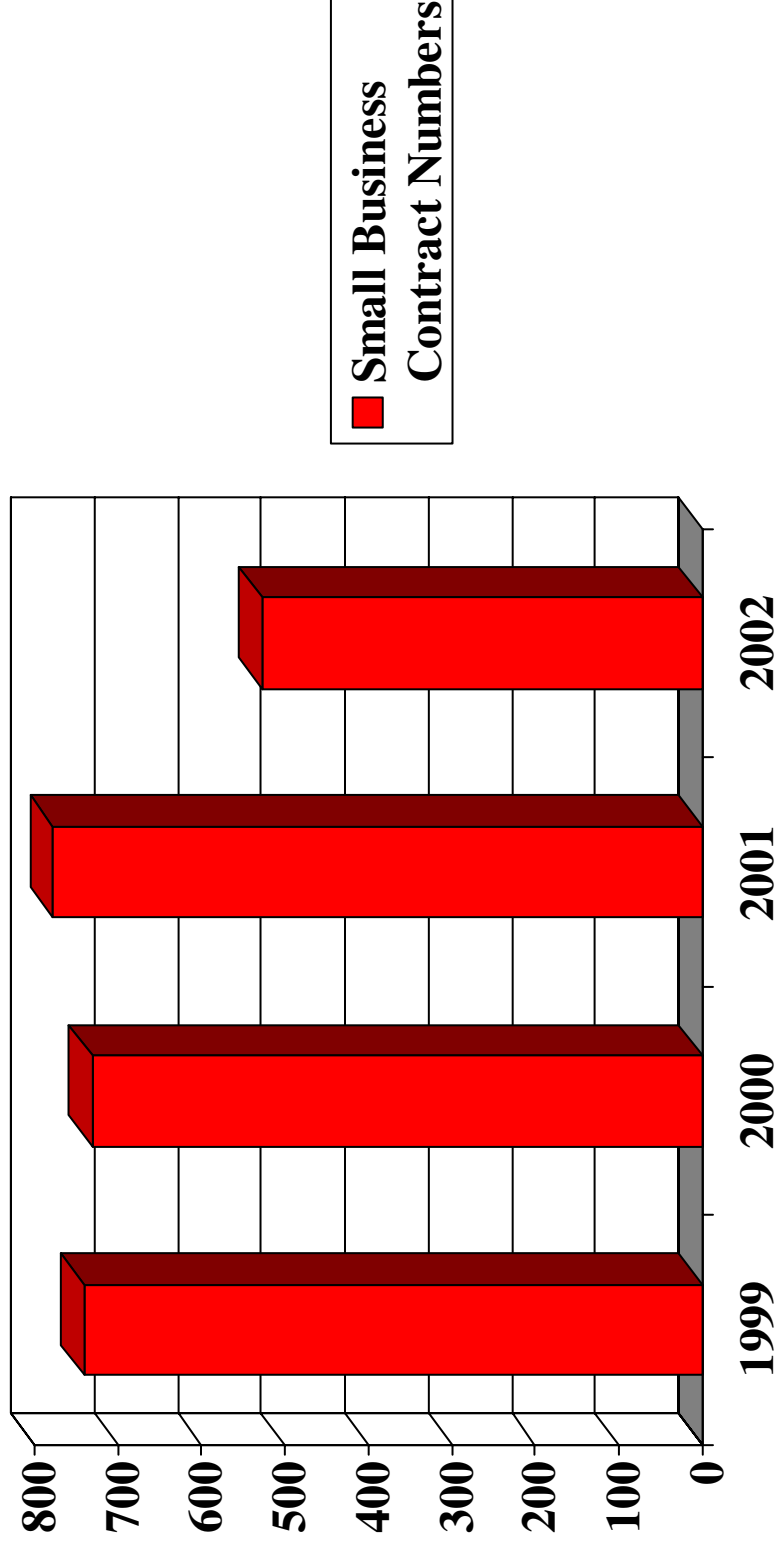
# U.S. Office of Personnel Management

Number of Contracts to 8(a) Firms



# U.S. Office of Personnel Management

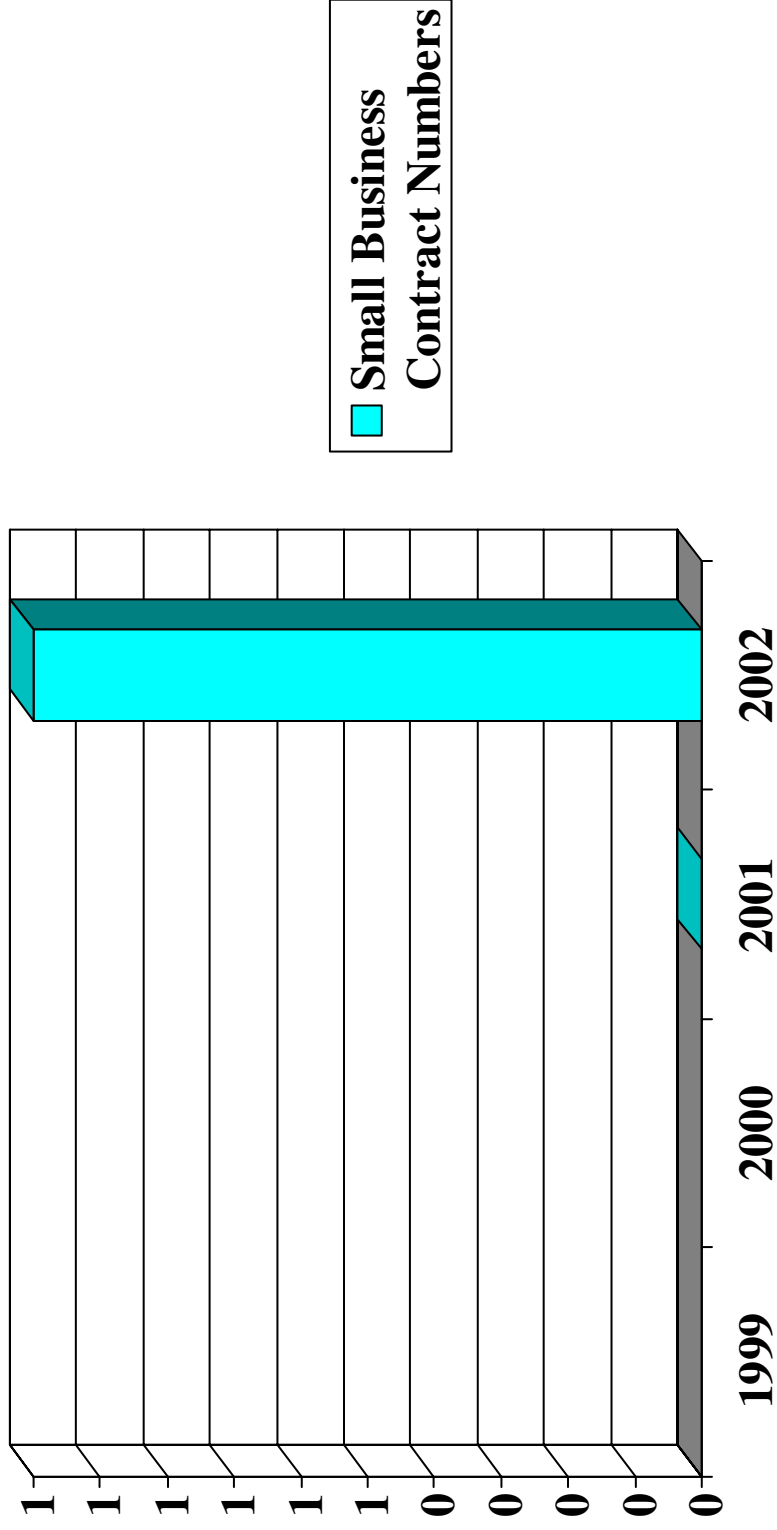
Number of Contracts to Women-Owned Businesses





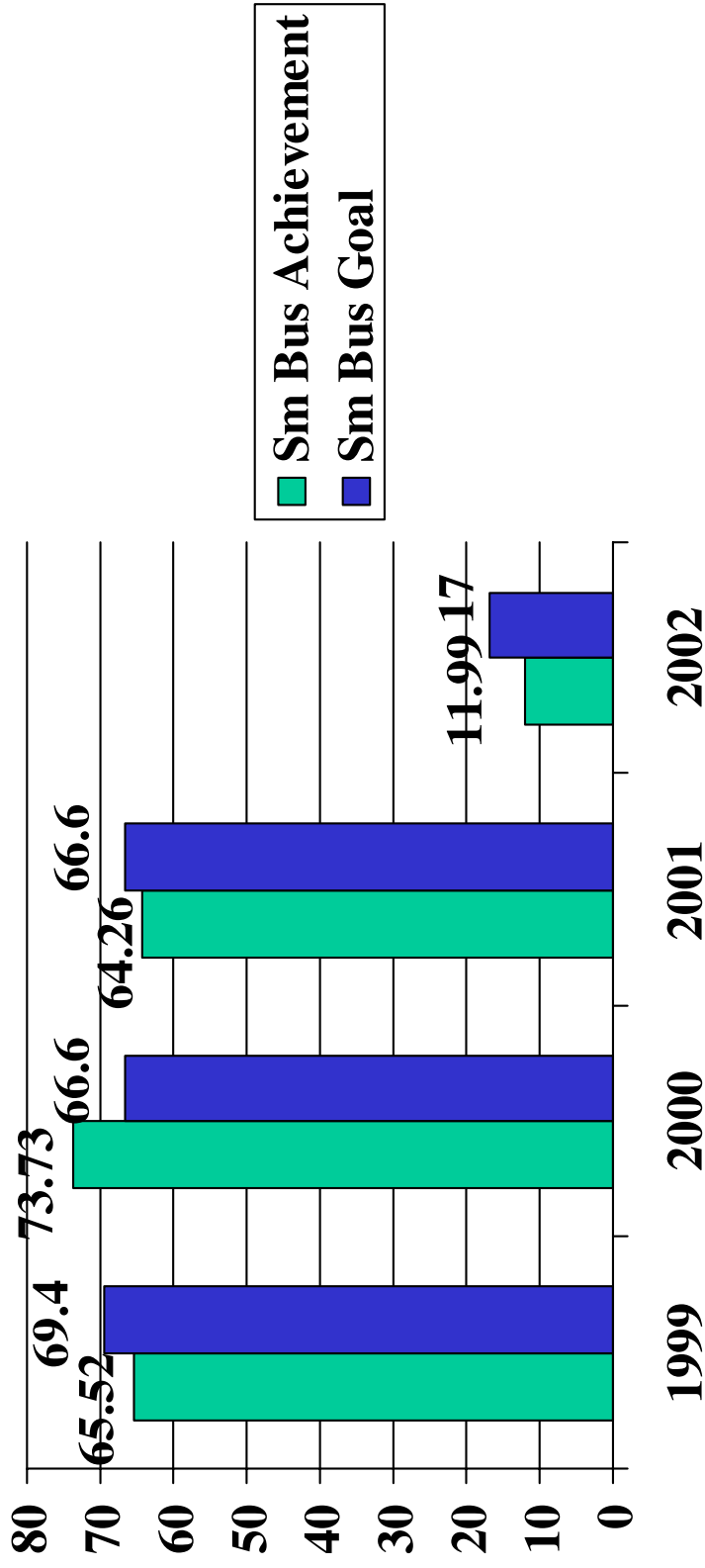
# U.S. Office of Personnel Management

Number of Contracts to HUBZone Businesses



# Office of Personnel Management

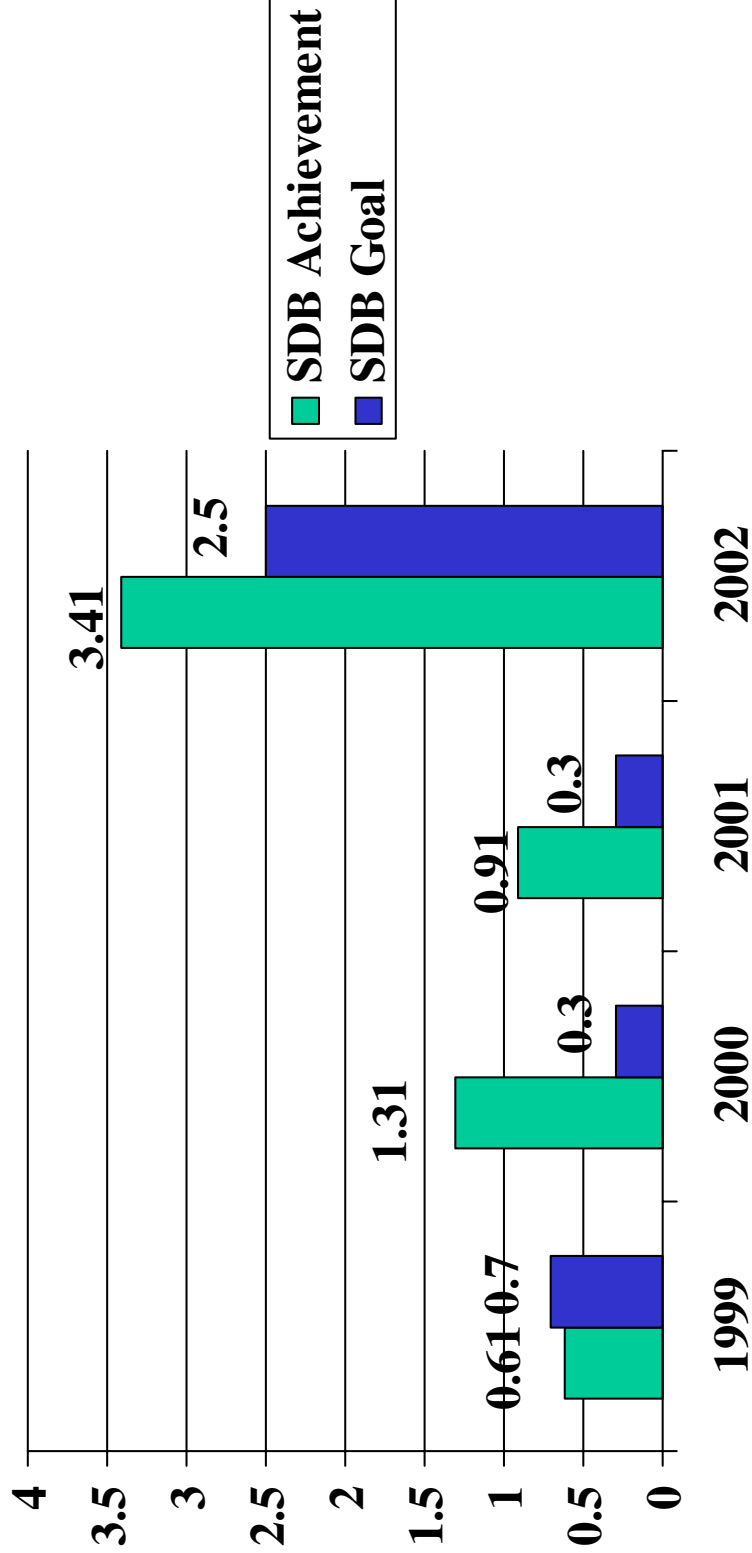
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Office of Personnel Management

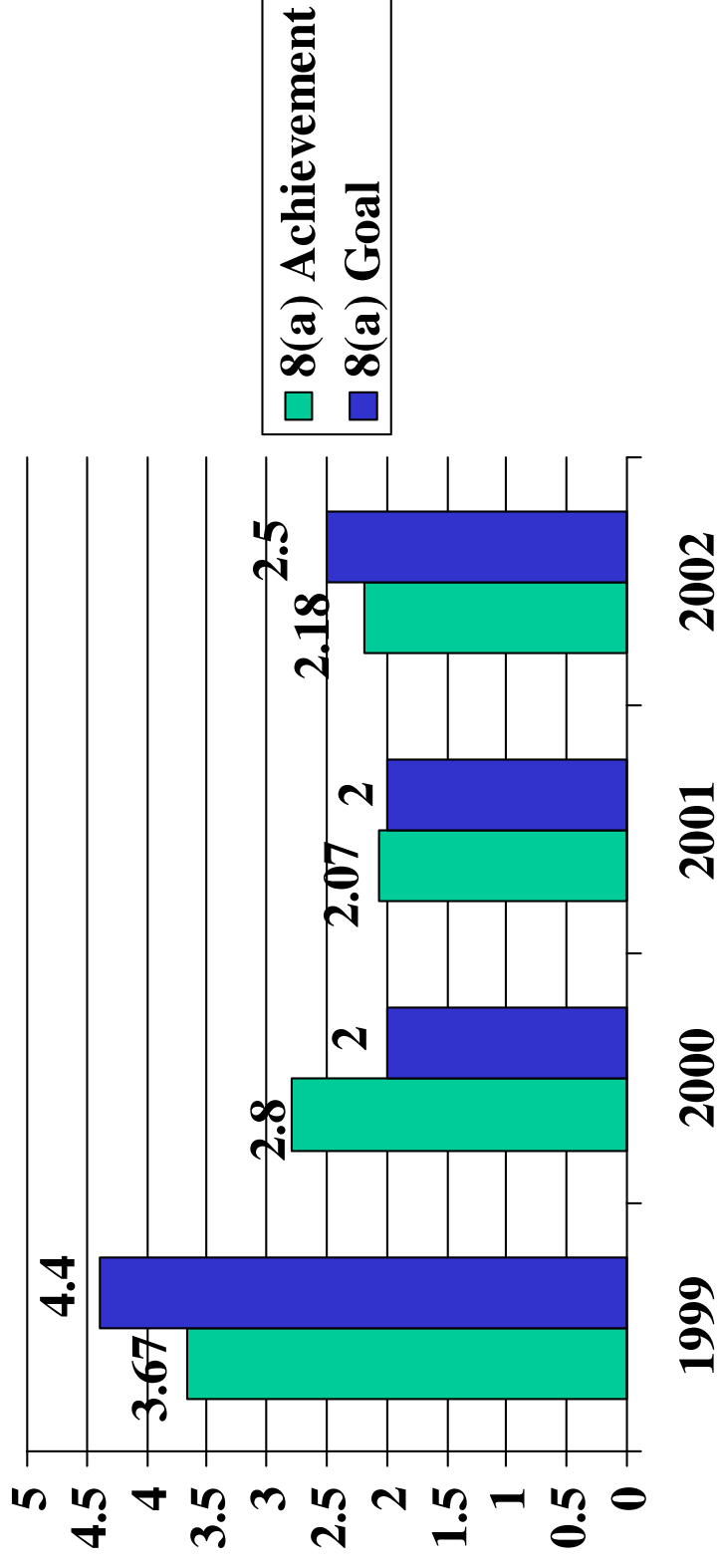
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Office of Personnel Management

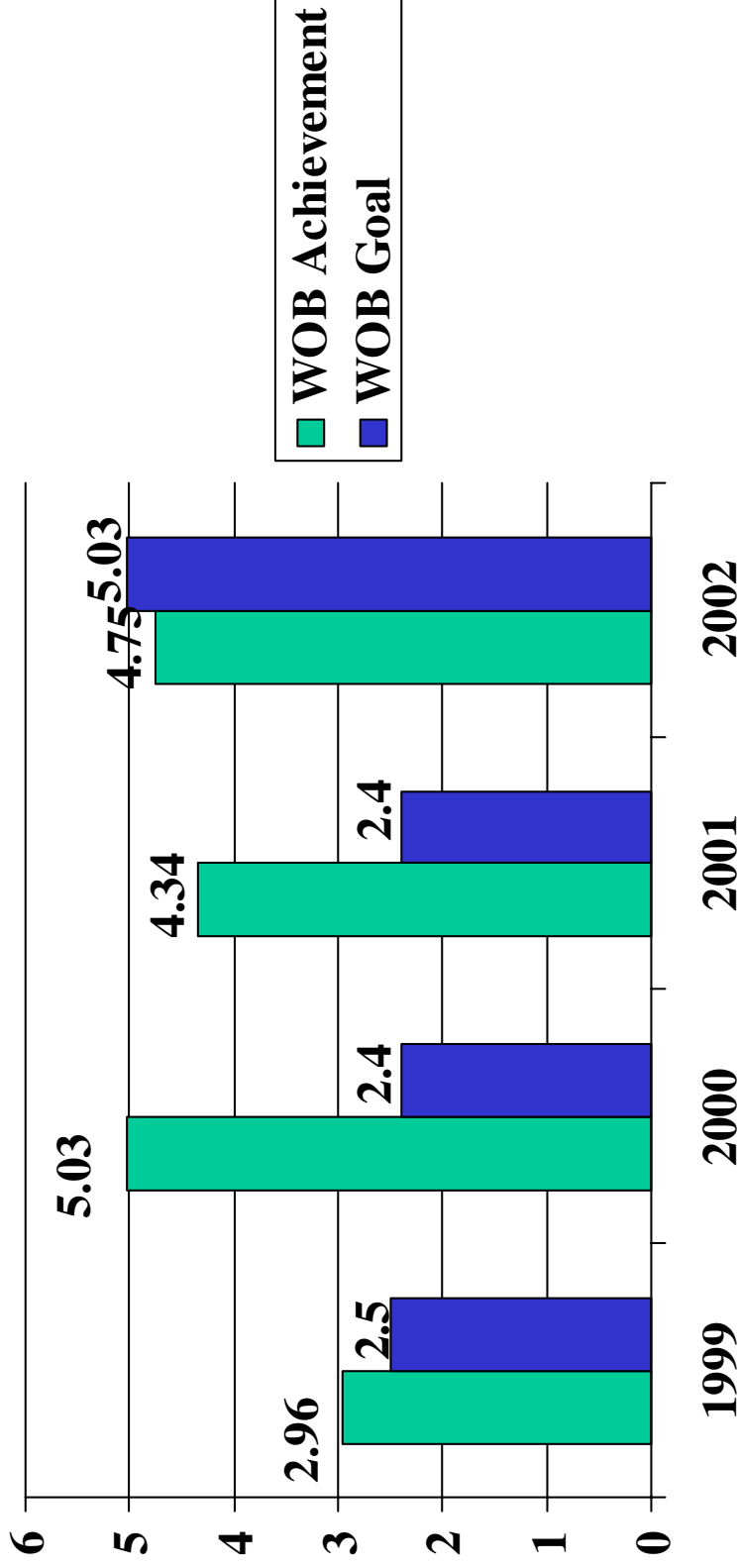
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# Office of Personnel Management

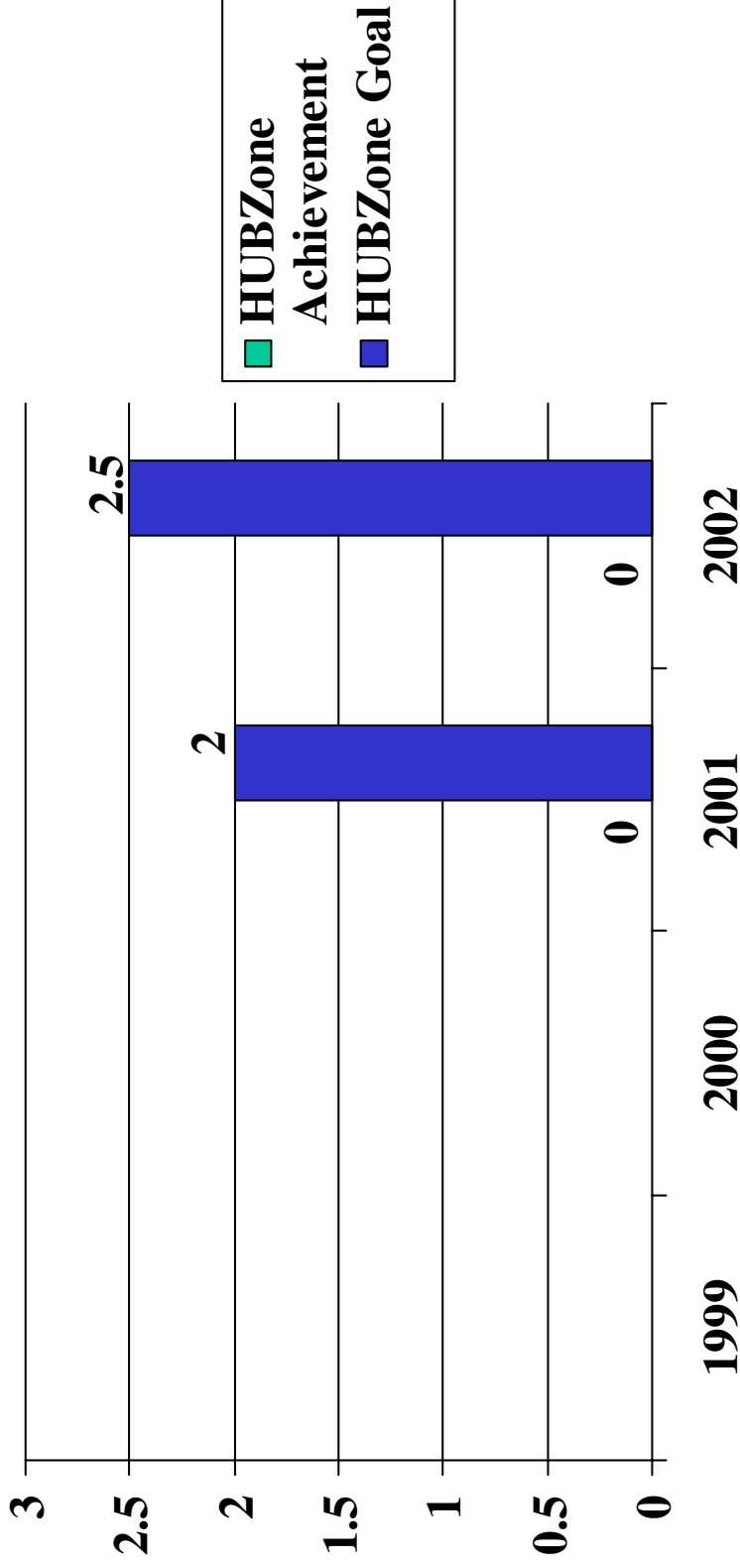
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Office of Personnel Management

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Agency for International Development**

### **Procurement Dollar Analysis**

In 1995, the Agency for International Development (USAID) had procurement activity of \$668 million. A substantial decrease occurred in 1996 to \$363.5 million. Another significant drop occurred in 1997 to \$68.5 million. In 1998, activity was at a level of \$342.2 million. An increase also occurred in 1999 to \$431.5 million and in 2000 to \$455.2 million. In 2001, USAID increased its procurement volume to \$542.6 million. Based on 2002 figures, USAID activity decreased to \$344.8 million – which is close to half the 1995 level.

### **Numbers of Contracts**

#### **Small Business**

USAID contract actions with small businesses decreased from 873 in 1999 to 707 in 2000. An increase occurred in 2001, when USAID had 1,421 contract actions with small firms. In 2002, USAID small company contract actions dropped to 968.

#### **Small Disadvantaged Business**

USAID had 157 small disadvantaged businesses contract actions in 1999. This increased to 310 in 2000, and 596 in 2001. In 2002, USAID contract actions with small disadvantaged businesses returned to a lower level of 269.

#### **8(a) Program**

The number of contract actions with 8(a) firms by USAID decreased from 48 in 1999 to 17 in 2000. In 2001, USAID had 36 contract actions with 8(a) firms. In 2002, USAID had 13 contract actions with 8(a) companies – a four year low.

#### **Women-Owned Business**

The number of contract actions with women-owned businesses by USAID decreased from 139 in 1999, to 112 in 2000, and to 38 in 2001. In 2002, USAID had 23 contract actions with women-owned firms, one-sixth the number of contracts from the 1999 level.

#### **HUBZone Small Business Concerns**

In 2001 and 2002, USAID awarded no contracts to HUBZone companies.

## Goal Achievement

### Small Business Goal

USAID did not meet its small business goal in 1999 and 2000, but achieved its small business goal in 2001. Based on figures for 2002, USAID again achieved its small business goal. USAID achieved 44.62 percent, and its goal was 28 percent. As USAID exceeded its goal, the grade would normally be an “A.”

	1999	2000	2001	2002
SB Goal	28	28.5	28.5	28
SB Achievement	19.42	18.54	69.57	44.62

Based on the first three years of this study, the average achievement was 35.84 percent. The average goal over the same period was 28.33 percent. As USAID set an unreasonably low goal, the letter grade will be downgraded to a “B.” For fiscal year 2003, USAID has a small business goal of 28 percent.

### Small Disadvantaged Business Goal

USAID exceeded its small disadvantaged business goal from 1999 through 2001. Based on figures for 2002, USAID again exceeded its goal. USAID achieved 30.83 percent, while its goal was 4.9 percent. Normally, USAID would receive an “A” for exceeding its goal.

	1999	2000	2001	2002
SDB Goal	3	3	3	4.9
SDB Achievement	10.57	14.7	28.15	30.83

Based on the first three years of this study, the average achievement was 17.81 percent. The average goal over the same period was 3 percent. As USAID set an unreasonably low goal, the letter grade would normally be dropped to a “B.” As USAID’s small disadvantaged business goal is lower than the statutory goal of 5 percent, USAID will be further downgraded to a “C.” And, as USAID has established a goal less than the statutory goal for the past two years, the grade will be dropped to a “D.” Further, as USAID has set a goal below the statutory goal for the past three years, USAID will be downgraded again to an “F.” For fiscal year 2003, USAID has a small disadvantaged business goal of 4.9 percent.



### 8(a) Program Goal

USAID did not achieve its 8(a) Program goal from 1999 through 2001. Based on figures for 2002, USAID again did not meet its 8(a) Program goal. USAID achieved 2.09 percent, yet its goal was 4.9 percent. As USAID achieved only 42.7 percent – or less than half of its goal, the grade will be an “F.” USAID has an 8(a) Program goal for fiscal year 2003 of 4.9 percent.

### Women-Owned Business Goal

USAID did not achieve its women-owned business goal in 1999 or 2001, but exceeded its goal in 2000. Based on figures for 2002, USAID did not meet its goal. USAID’s goal was 5 percent, however it achieved 3.31 percent. As USAID achieved 66.2 percent of its goal, the grade will be a “D.” USAID has a women-owned business goal of 5 percent for fiscal year 2003.

### HUBZone Small Business Concern Goal

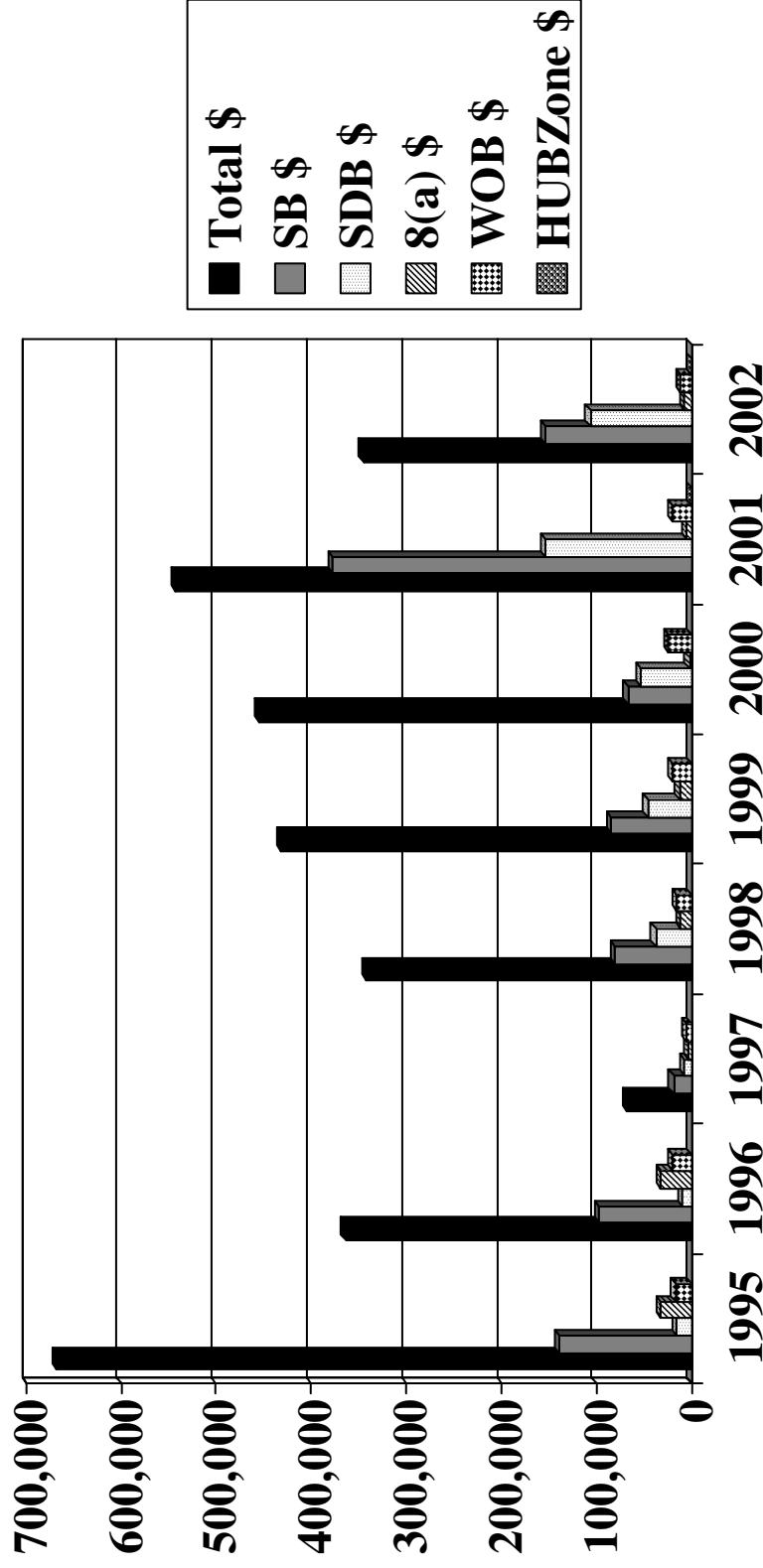
USAID did not achieve any of its HUBZone goal in 2001. Based on figures for 2002, USAID again did not achieve its goal. USAID’s goal was 2.5 percent, yet the agency awarded no contracts to HUBZone companies. As USAID failed to achieve its goal, the grade will be an “F.” USAID has a HUBZone business goal of 3 percent for fiscal year 2003.

### Overall Grade

Small Business Goal	B 3 points
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	F 0 points
Women-Owned Business Goal	D 1 point
HUBZone Goal	F 0 points
Average Grade	F 0.8 points

With a “B” in the Small Business Goal, an “F” in the Small Disadvantaged Business Goal, an “F” in the 8(a) Program goal, a “D” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, and all categories weighed equally, the U.S. Agency for International Development has an overall point total of 0.8 points, for a grade of “F.”

# U.S. Agency for International Development Procurement Dollars

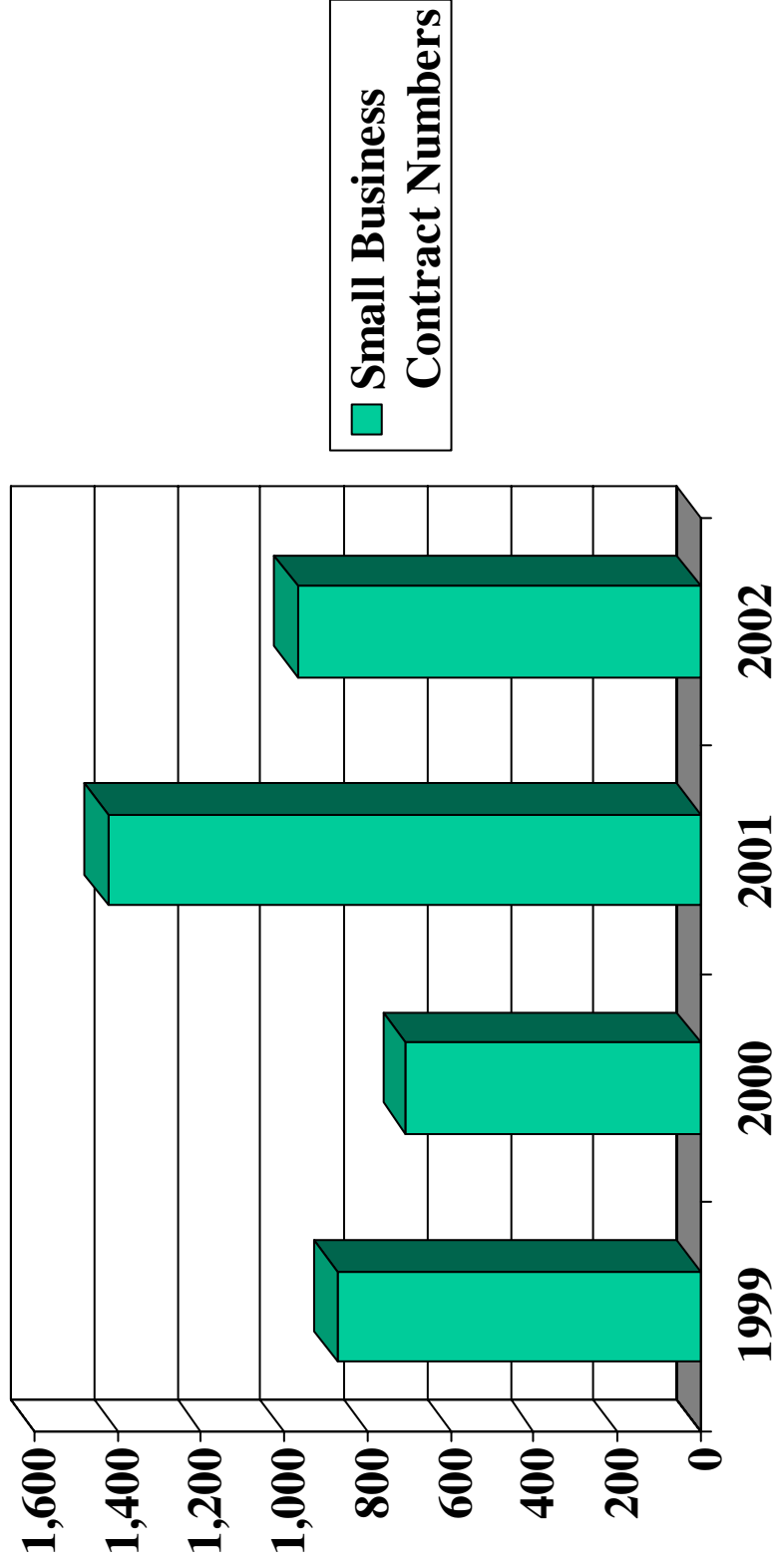


Dollars are expressed in millions.

# U.S. Agency for International Development

## Development

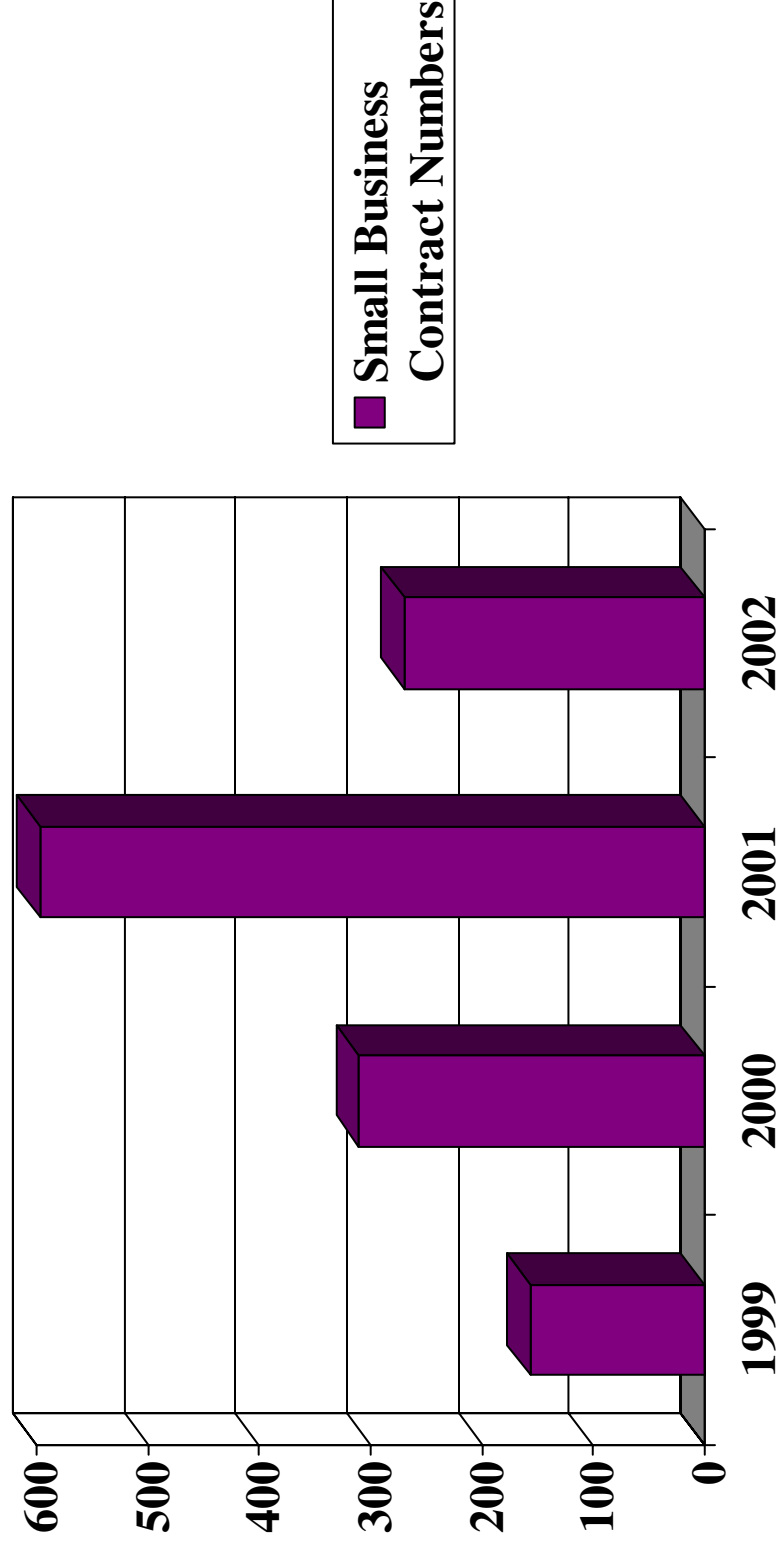
Number of Contracts to Small Businesses



# U.S. Agency for International Development

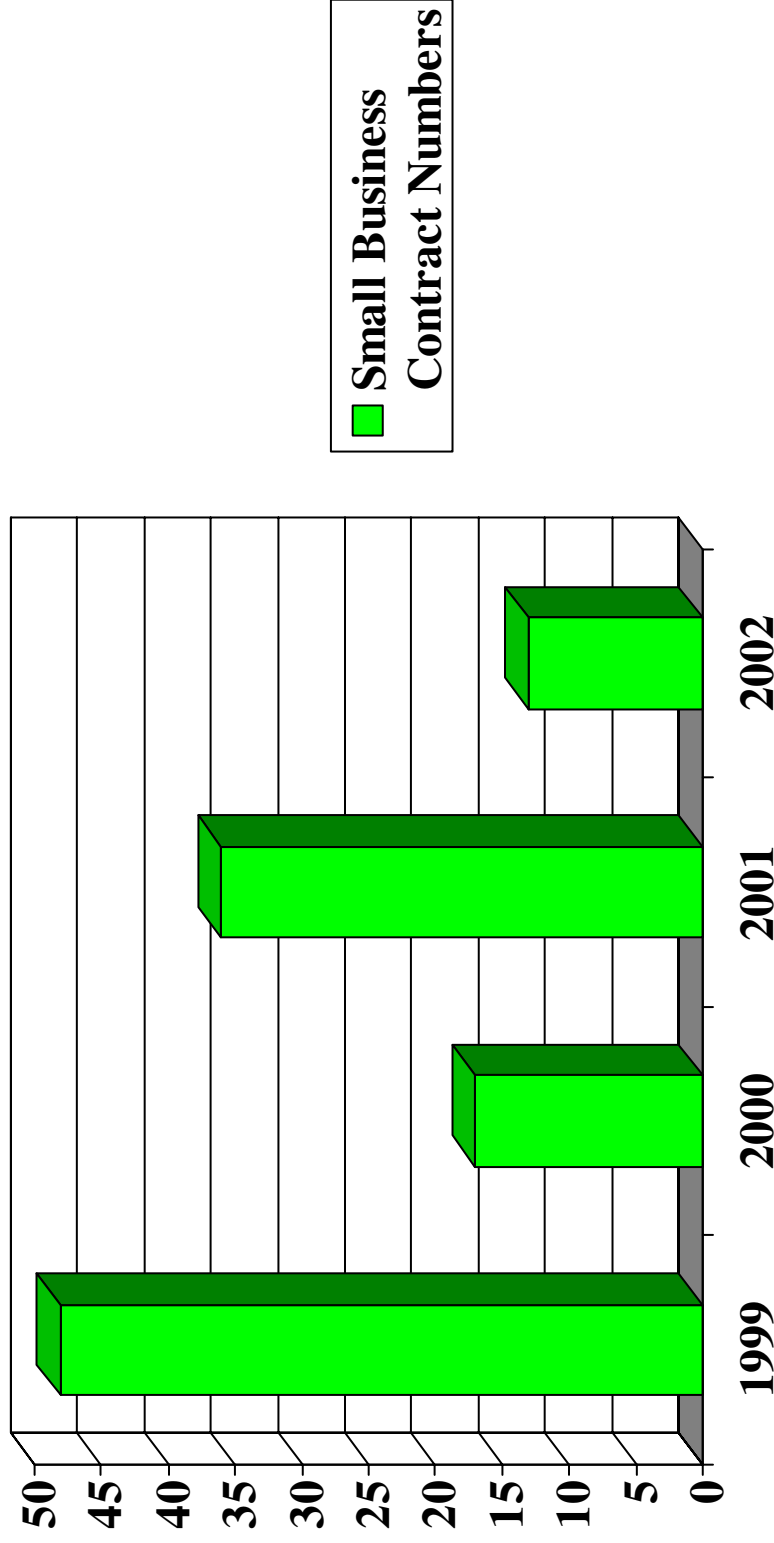
## Development

Number of Contracts to Small Disadvantaged Businesses



# U.S. Agency for International Development

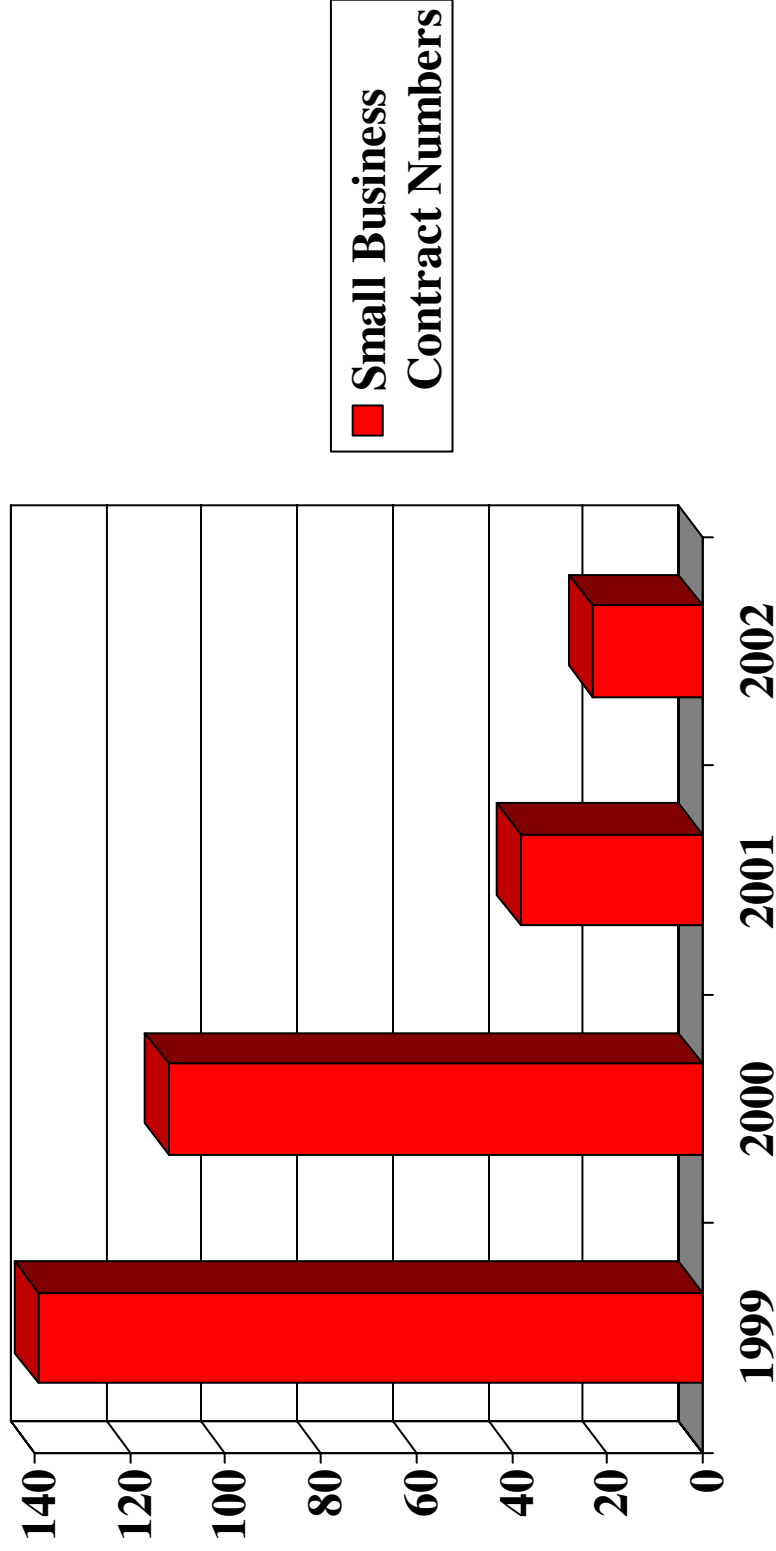
Number of Contracts to 8(a) Firms



# U.S. Agency for International Development

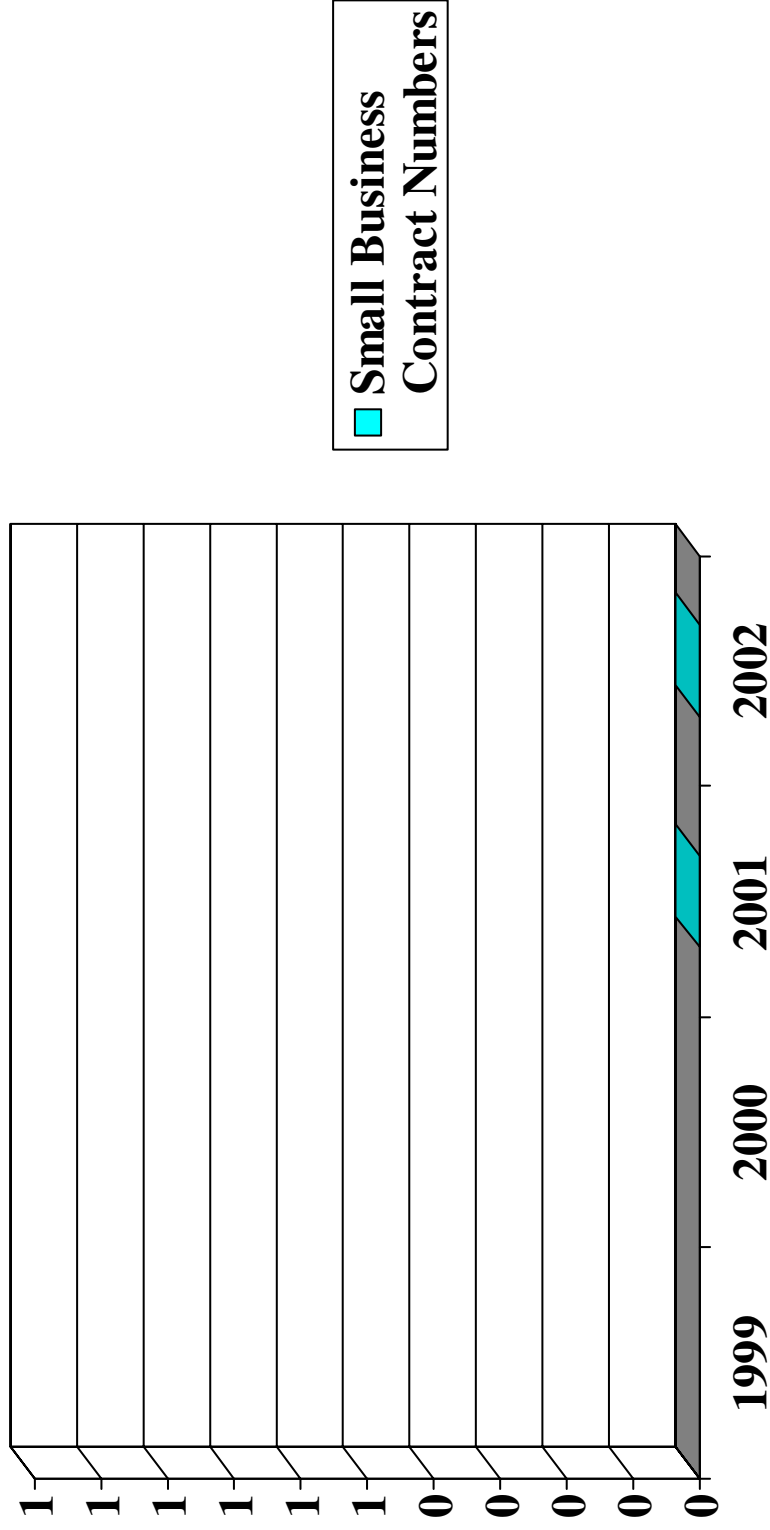
## Development

Number of Contracts to Women-Owned Businesses

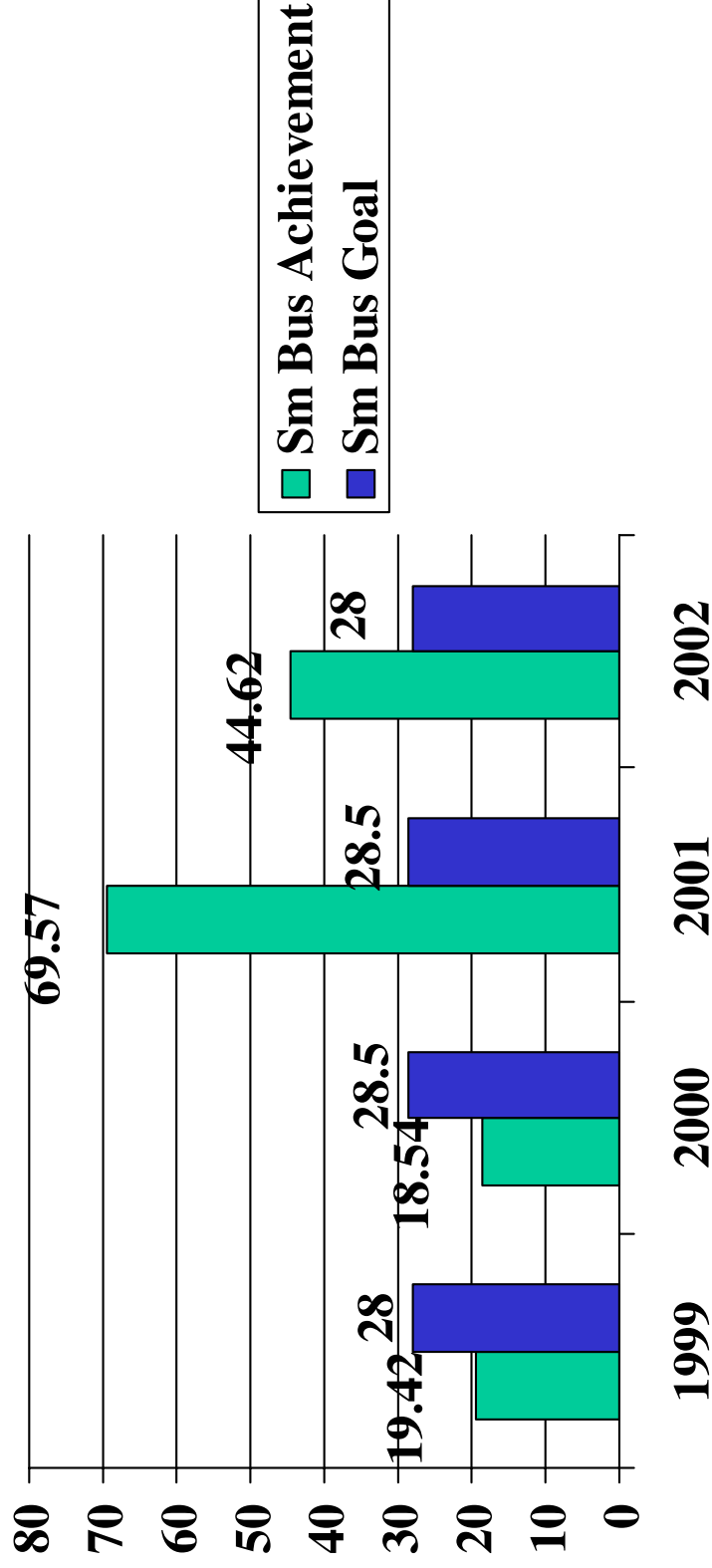


# U.S. Agency for International Development

Number of Contracts to HUBZone Businesses



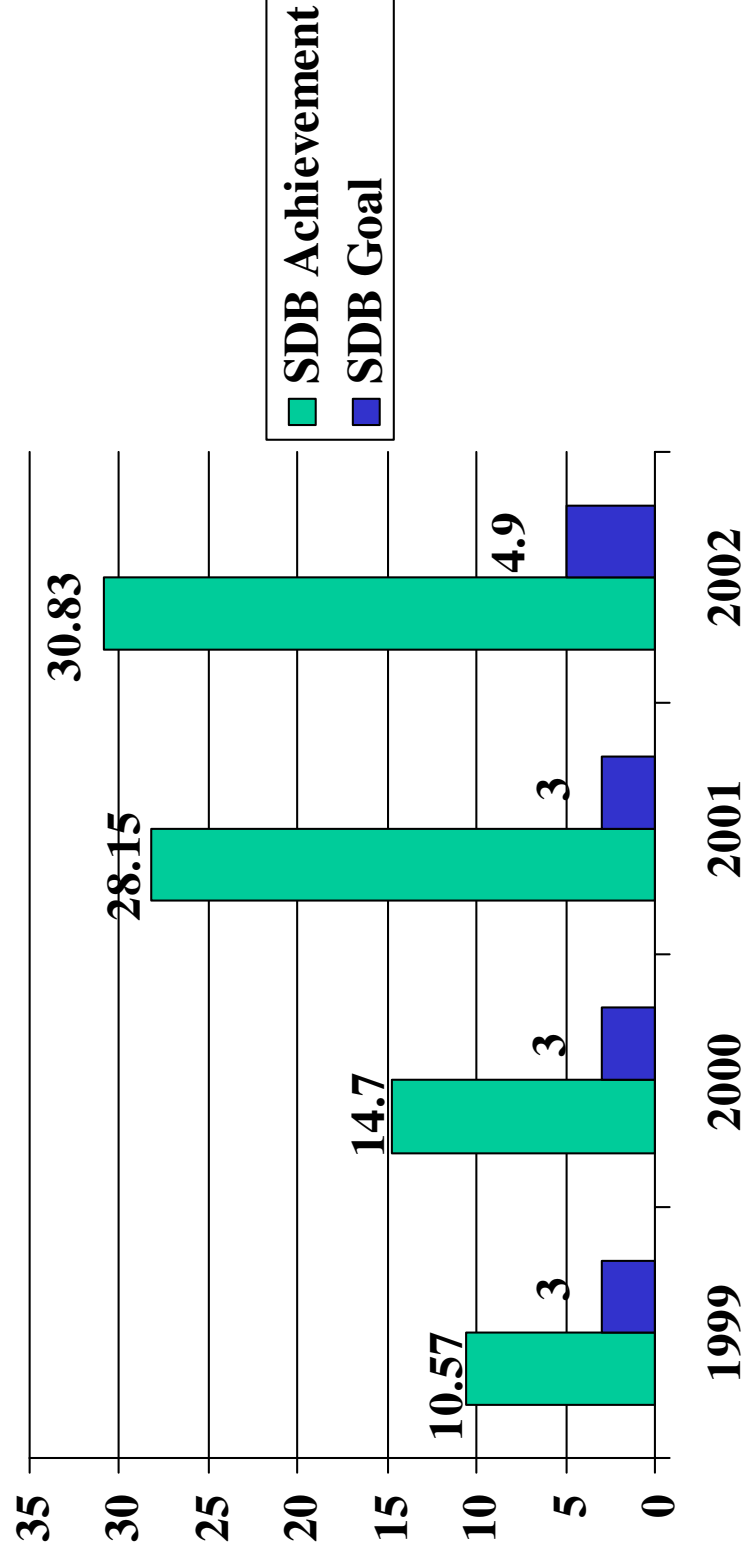
# U.S. Agency for International Development Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.



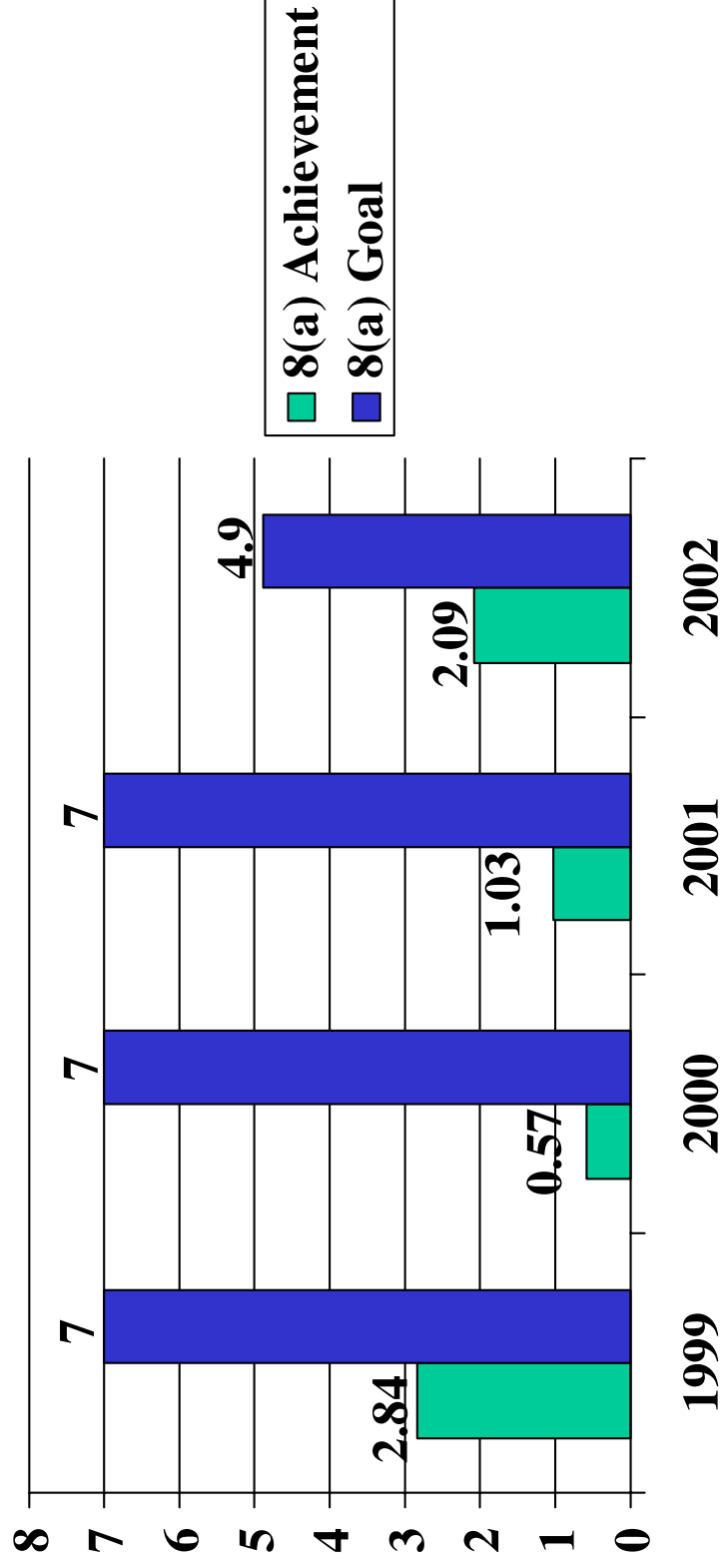
# U.S. Agency for International Development SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# U.S. Agency for International Development

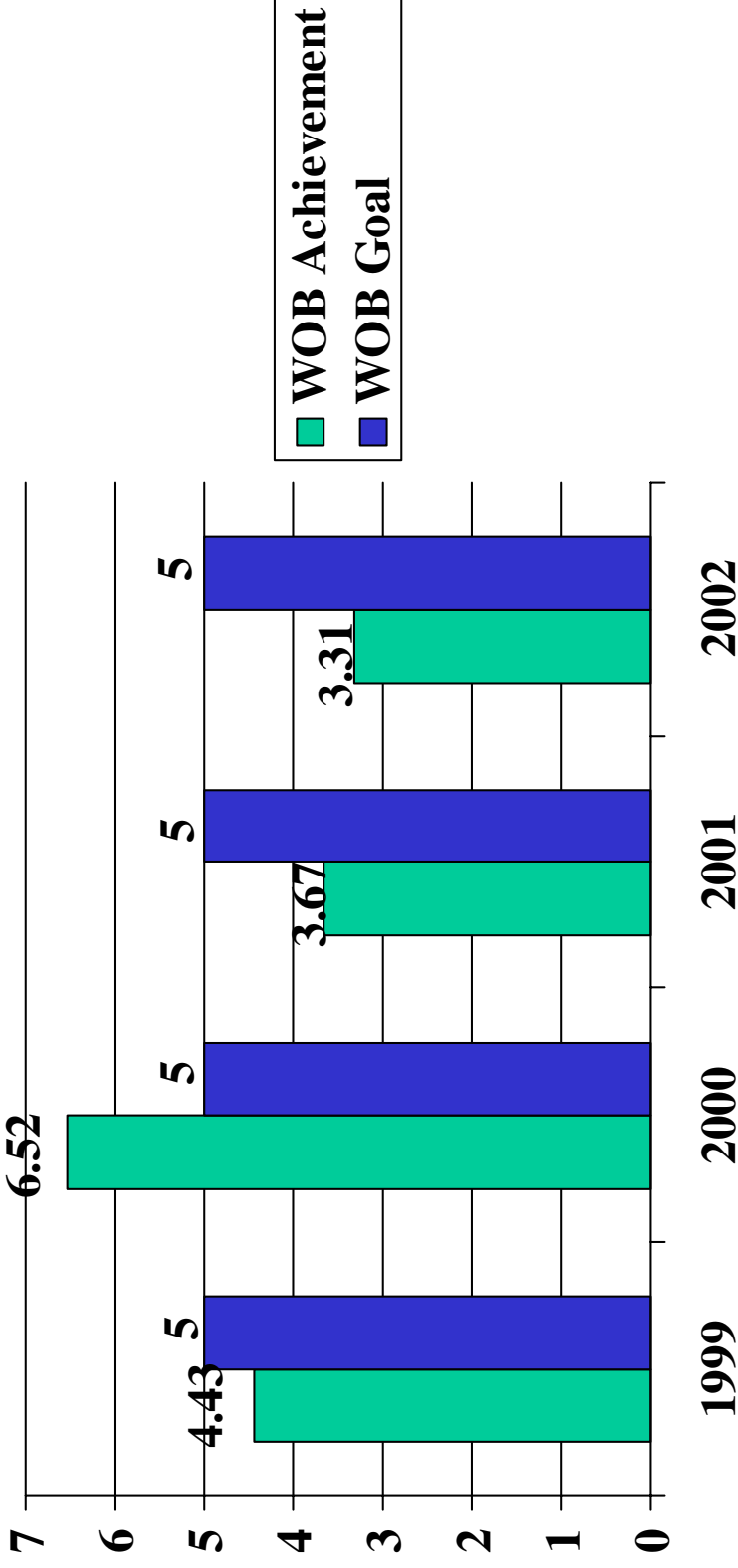
## 8(a) Goal Achievement



These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.

# U.S. Agency for International Development

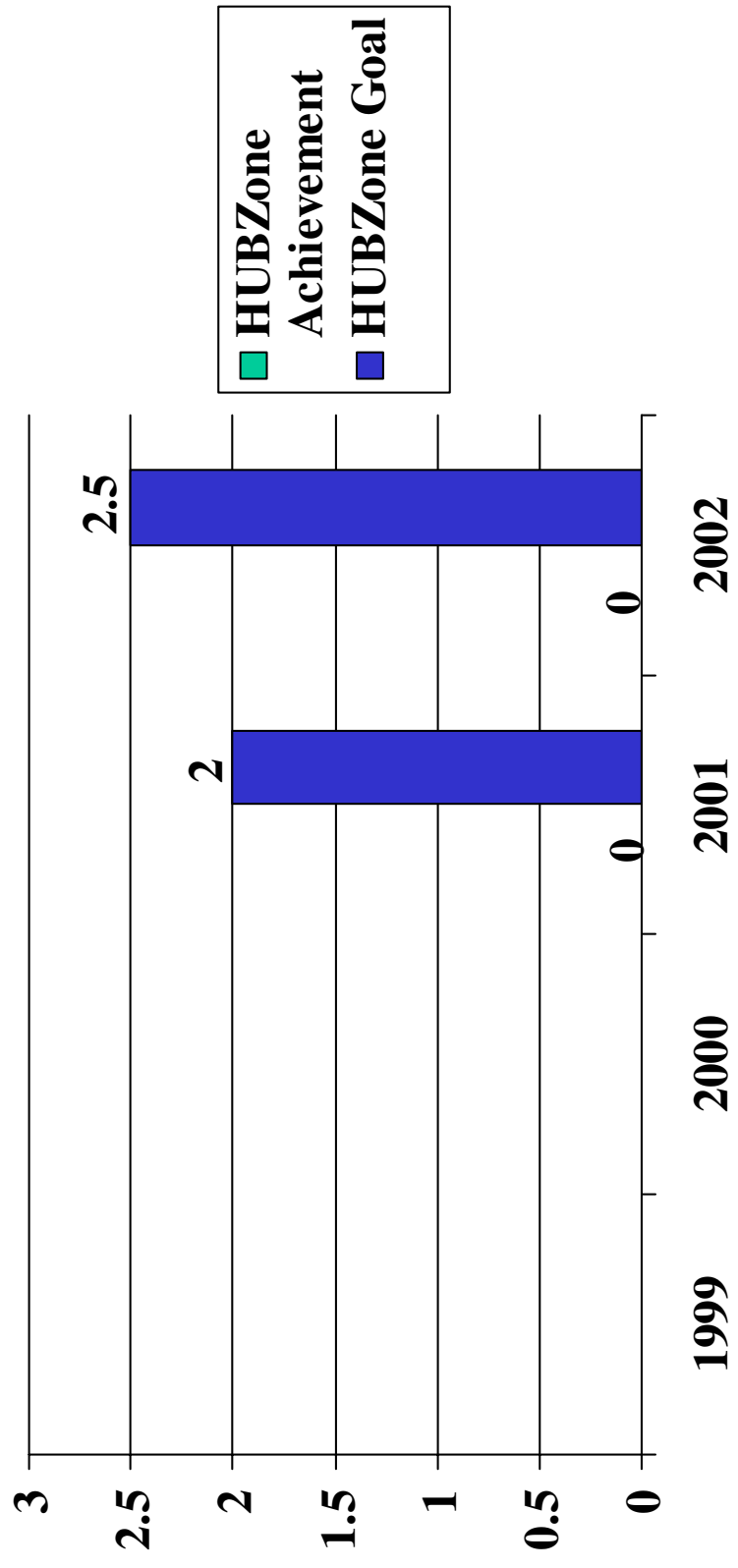
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# U.S. Agency for International Development

## HUBZone Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## **Small Business Administration**

### **Procurement Dollar Analysis**

In 1995, the Small Business Administration (SBA) had contracting activity of \$11.7 million. Activity increased to \$31.1 million in 1996 and to \$36 million in 1997. A decrease occurred in 1998 to \$32.5 million. In 1999, SBA showed an increase to \$44.3 million. Figures for 2000 showed a decrease in SBA procurement activity to \$42.7 million. SBA had an increase to \$71.5 million in 2001. In 2002, SBA had a decrease to \$45.5 million.

### **Numbers of Contracts**

#### **Small Business**

The number of contract actions with small businesses by the SBA decreased from 1,011 in 1999, to 766 in 2000, and 595 in 2001. In 2002, the SBA had 453 contract actions with small firms, less than half the 1999 level.

#### **Small Disadvantaged Business**

The number of SBA contract actions with small disadvantaged businesses increased from 154 in 1999 to 162 in 2000. SBA contract actions decreased to 102 in 2001. In 2002, the SBA had 68 contract actions with small disadvantaged businesses.

#### **8(a) Program**

SBA contract actions with 8(a) firms decreased from 137 in 1999 to 83 in 2000. The SBA had 95 contract actions with 8(a) firms in 2001. In 2002, the SBA had 77 contract actions with 8(a) companies, approximately half the 1999 level.

#### **Women-Owned Business**

The number of contract actions with women-owned businesses by the SBA decreased from 201 in 1999, to 144 in 2000, and 107 in 2001. In 2002, the SBA had 79 contract actions with women-owned firms.

#### **HUBZone Small Business Concerns**

The SBA had four contract actions with HUBZone companies in 2001. In 2002, the SBA had no contracting activity with HUBZone firms.

## Goal Achievement

### Small Business Goal

The SBA did not achieve its small business goal in 1999, but exceeded its goal in 2000 and 2001. Based on figures for 2002, SBA did not meet its small business goal. SBA accomplished 55.49 percent, while its goal was 60 percent. As SBA achieved 92.5 percent of its goal, the grade would normally be an “A.”

	1999	2000	2001	2002
SB Goal	69.6	55	55	60
SB Achievement	57.63	62.69	72.18	55.49

Based on the first three years of this study, the average achievement was 64.17 percent. The average goal for the same period was 59.87 percent. As the goal established for 2002 was below the average achievement, the letter grade would normally be dropped to a “B.” However, as the SBA has established an unreasonably low goal for the past two years, the grade will be dropped to a “C.” Further, as SBA has set an unreasonably low goal for the past three years, SBA will be downgraded again to a “D.” For fiscal year 2003, SBA has a goal of 60 percent.

### Small Disadvantaged Business Goal

SBA did not achieve its small business goal in 1999 and 2001, but exceeded its goal in 2000. Based on figures for 2002, SBA did not achieve its goal. SBA accomplished 10.21 percent, while its goal was 23.26 percent. As SBA achieved 43.9 percent of its goal, the grade will be an “F.” SBA has a small disadvantaged business goal of 23.26 percent for fiscal year 2003.

### 8(a) Program Goal

SBA has not achieved its 8(a) Program goal from 1999 through 2001. Based on figures for 2002, SBA reached its 8(a) Program goal. SBA accomplished 32.13 percent, while its goal was 23.26 percent. As SBA exceeded its goal, the grade will be an “A.” SBA has an 8(a) Program goal for fiscal year 2003 of 23.26 percent.

### Women-Owned Business Goal

SBA exceeded its women-owned business goal in 1999, but fell short of its goal in 2000 and 2001. Based on figures for 2002, SBA exceeded its goal. SBA accomplished 17.66 percent, while its goal was 7.64 percent. As SBA exceeded its goal, the grade would normally be an “A.”

	1999	2000	2001	2002
SB Goal	11	8	8	7.64
SB Achievement	15.29	7.64	7.35	17.66

Based on the first three years of this study, the average achievement was 10.09 percent. The average goal for the same period was 9 percent. As the goal established for 2002 was below the average achievement, the letter grade would normally be dropped to a “B.” However, as SBA has set an unreasonably low goal for the past two years, SBA will be downgraded to a “C.” Further, as SBA has set an unreasonably low goal for the past three years, SBA will be downgraded again to a “D.” For fiscal year 2003, SBA has a goal of 7.64 percent.

#### HUBZone Small Business Concern Goal

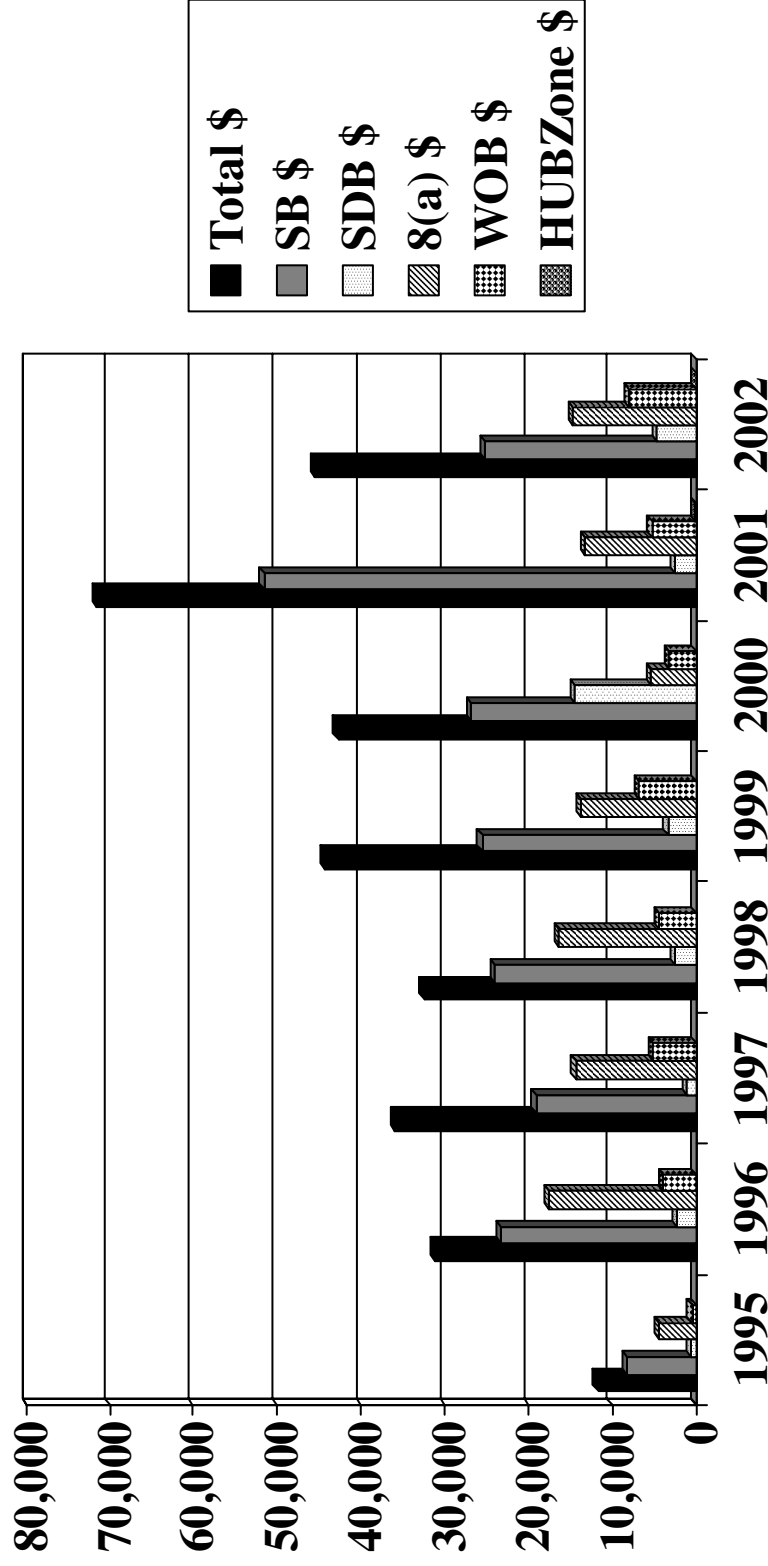
The Small Business Administration did not achieve its HUBZone goal in 2001. Based on figures for 2002, SBA again did not meet its HUBZone goal. SBA accomplished 0 percent. SBA’s goal was 2.5 percent. As SBA achieved 0 percent of its goal, the grade will be an “F.” SBA has a HUBZone goal of 3 percent for fiscal year 2003.

#### Overall Grade

Small Business Goal	D 1 point
Small Disadvantaged Business Goal	F 0 points
8(a) Program Goal	A 4 points
Women-Owned Business Goal	D 1 point
HUBZone Goal	F 0 points
Average Grade	D- 1.2 points

With a “D” in the Small Business Goal, an “F” in the Small Disadvantaged Business Goal, an “A” in the 8(a) Program goal, a “D” in the Women-Owned Business Goal, and an “F” in the HUBZone Goal, with all categories weighed equally, the Small Business Administration has an overall point total of 1.2 points, for a grade of “D-.”

# Small Business Administration Procurement Dollars

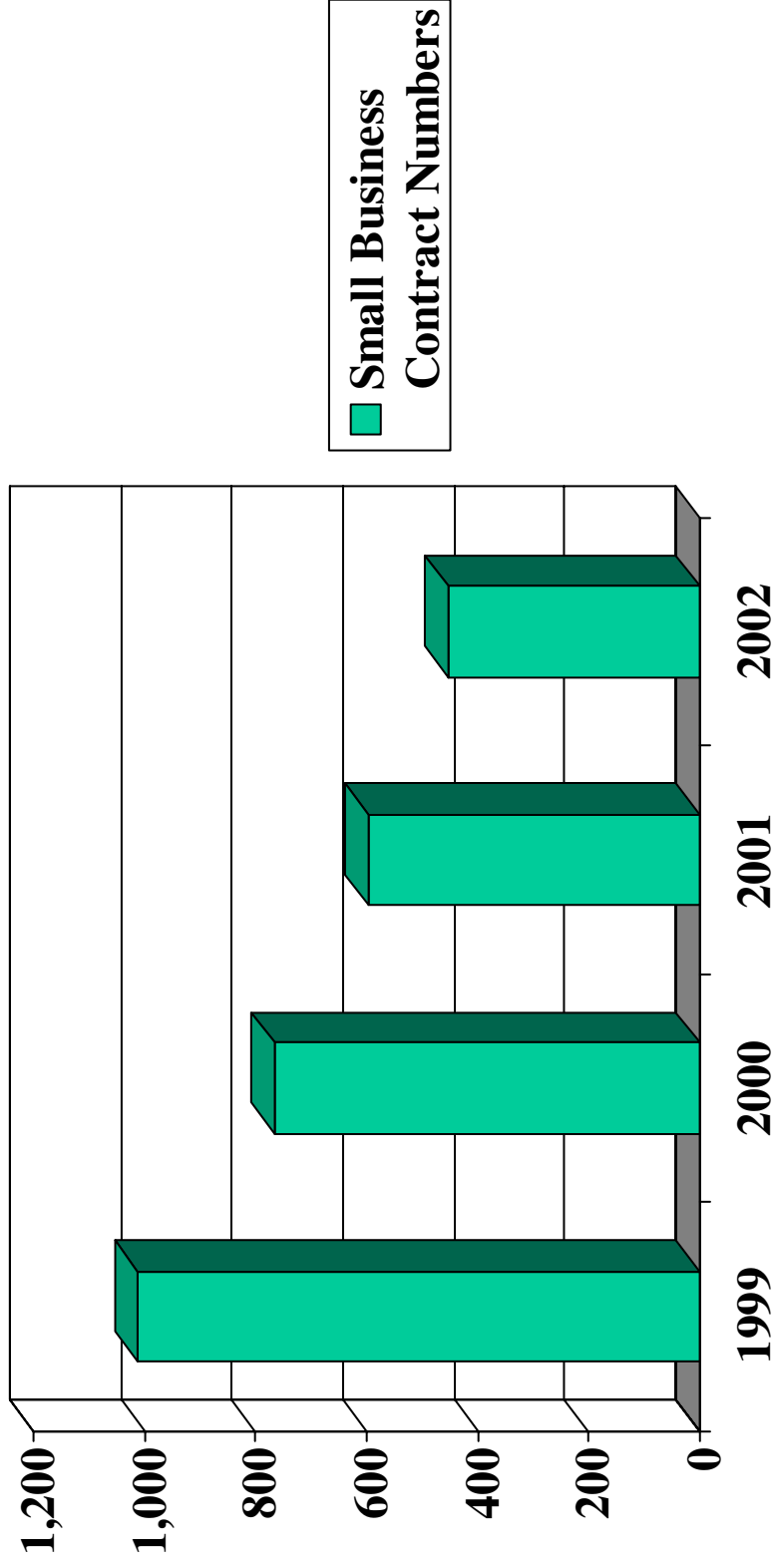


Dollars are expressed in millions.



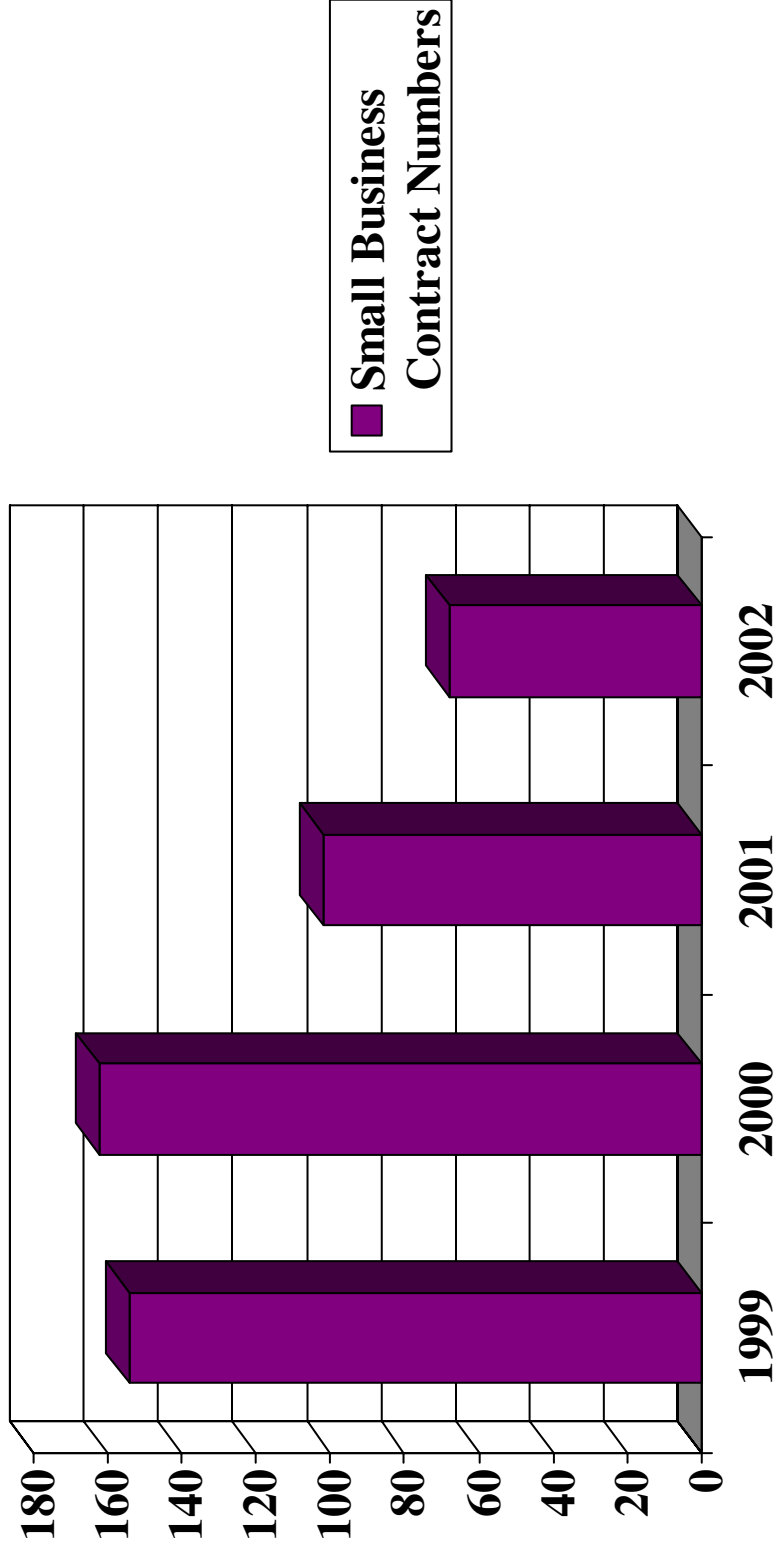
# Small Business Administration

Number of Contracts to Small Businesses



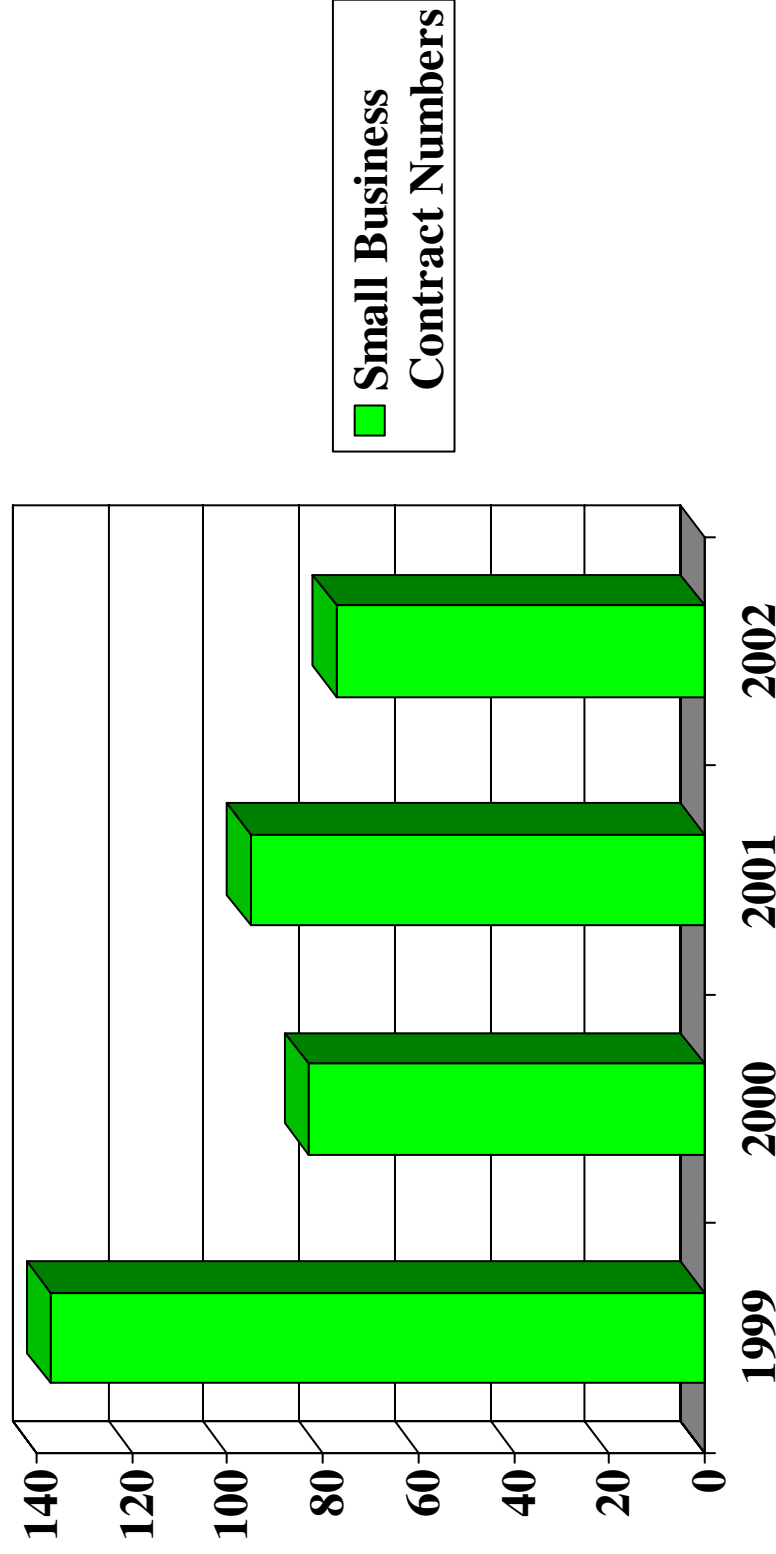
# Small Business Administration

Number of Contracts to Small Disadvantaged Businesses



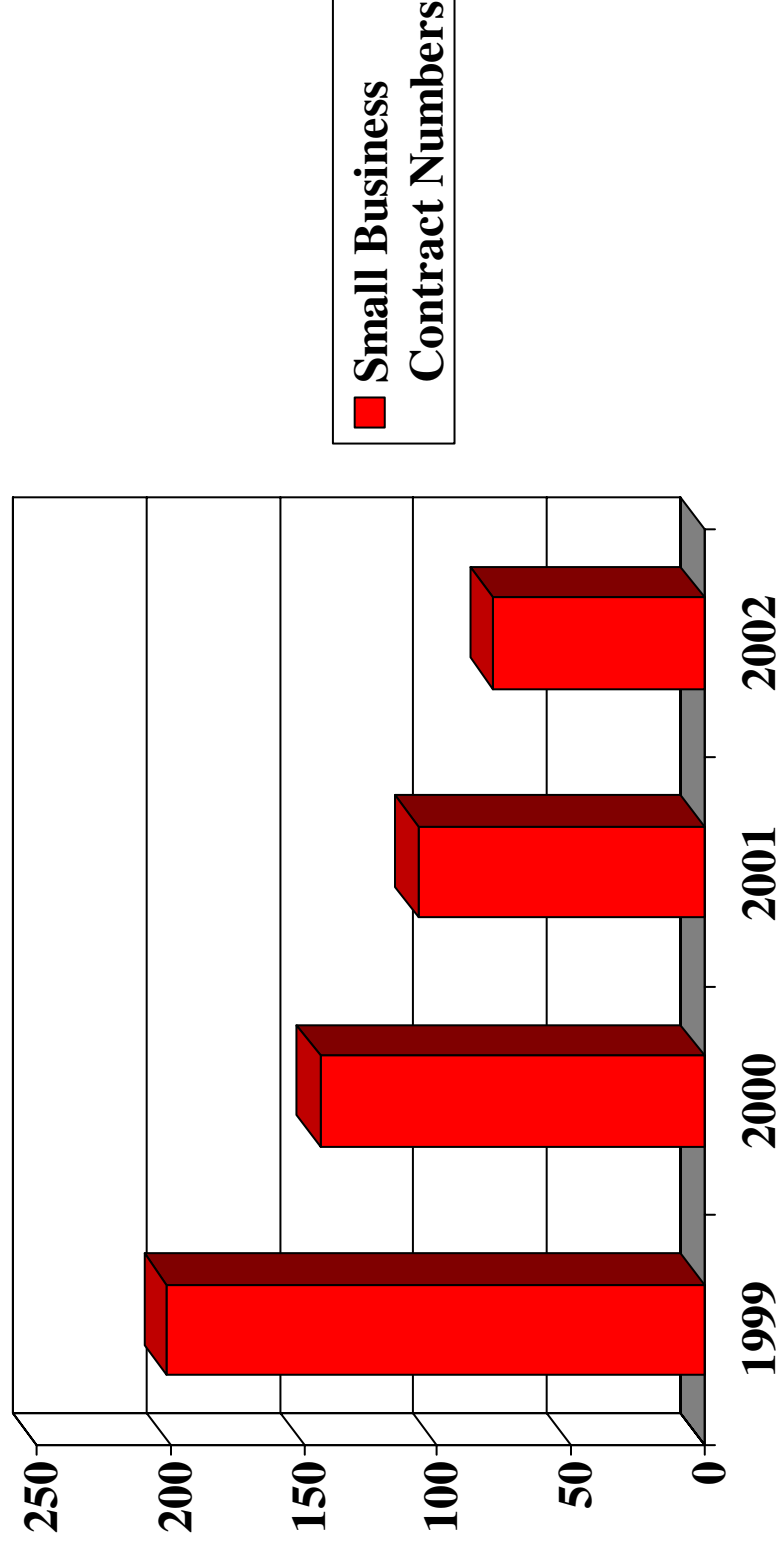
# Small Business Administration

Number of Contracts to 8(a) Firms



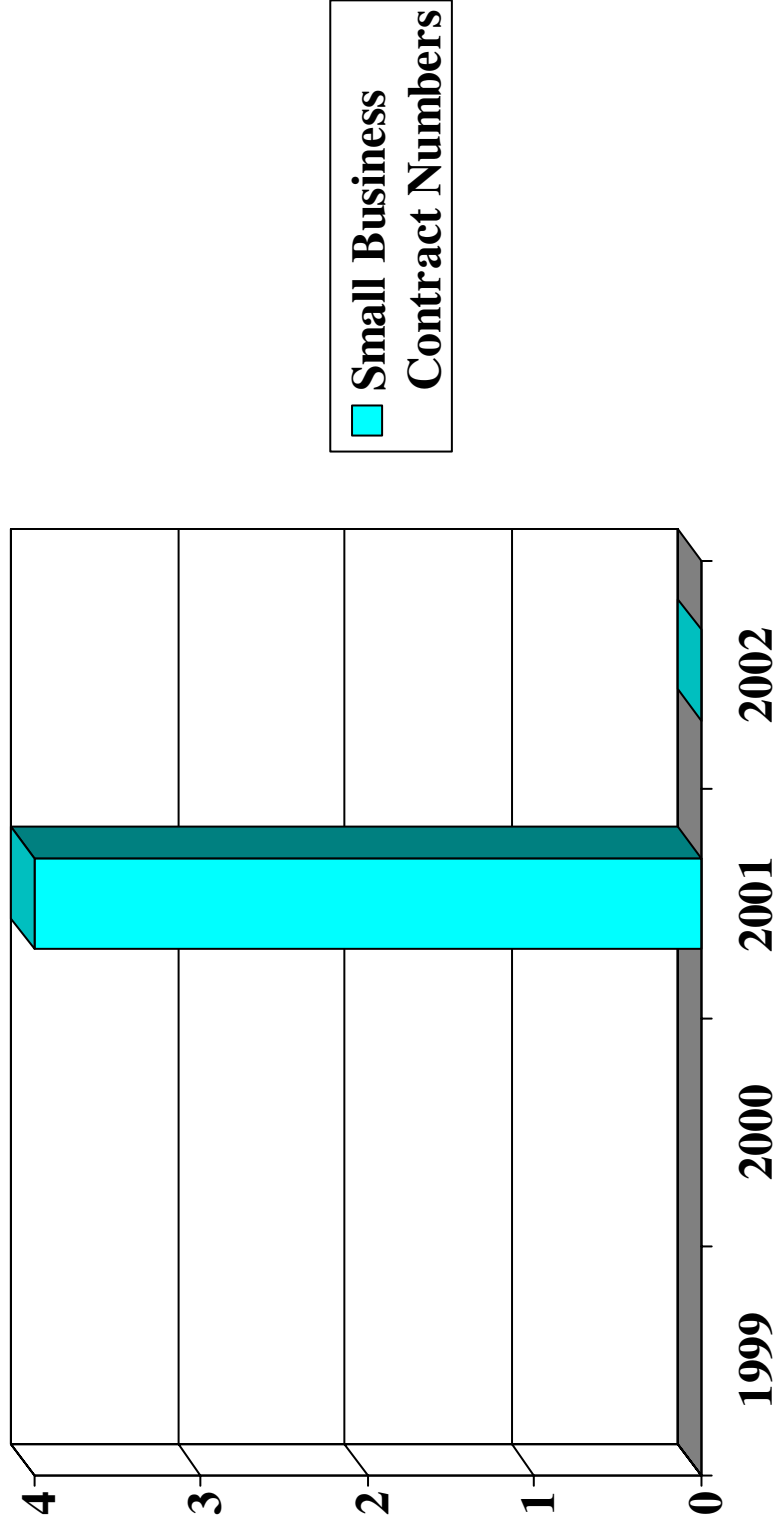
# Small Business Administration

Number of Contracts to Women-Owned Businesses



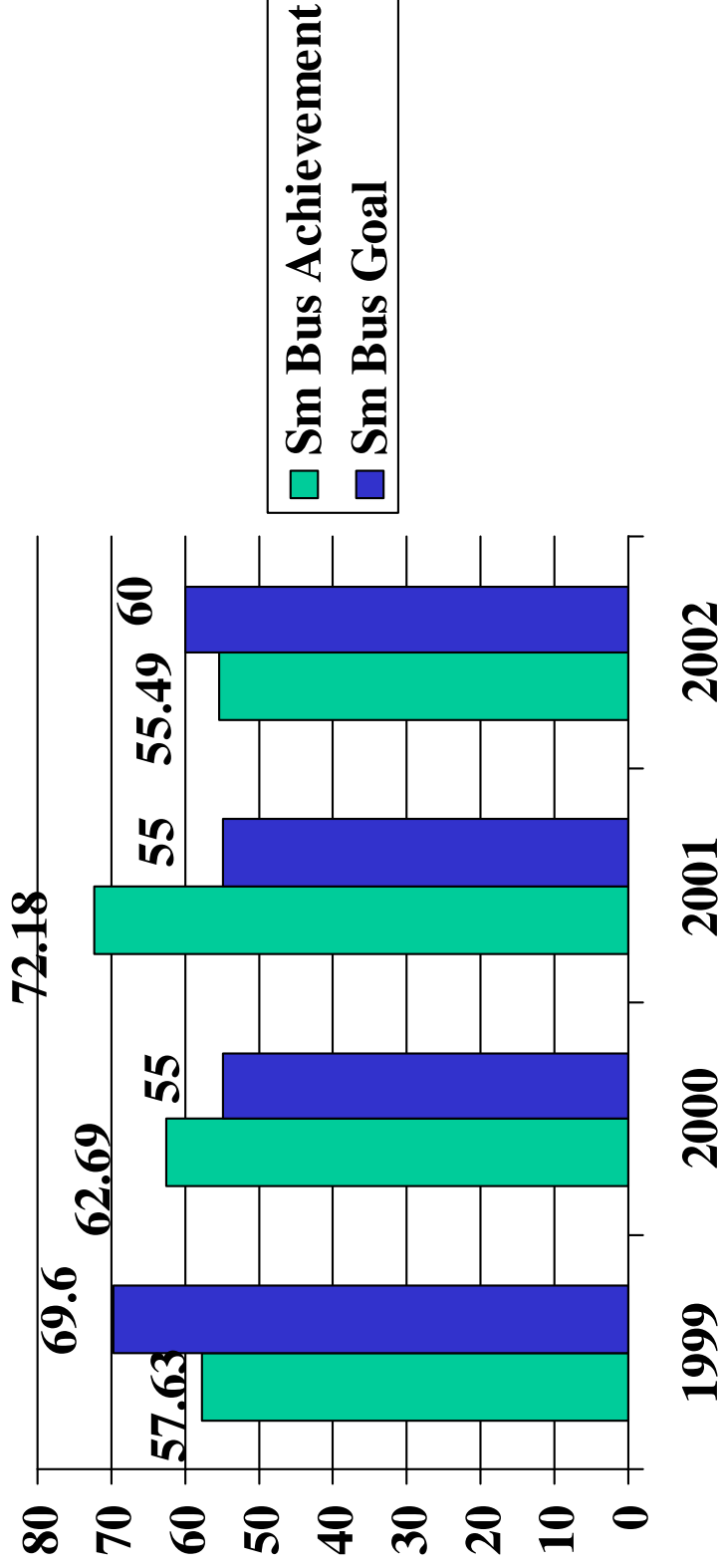
# Small Business Administration

Number of Contracts to HUBZone Businesses



# Small Business Administration

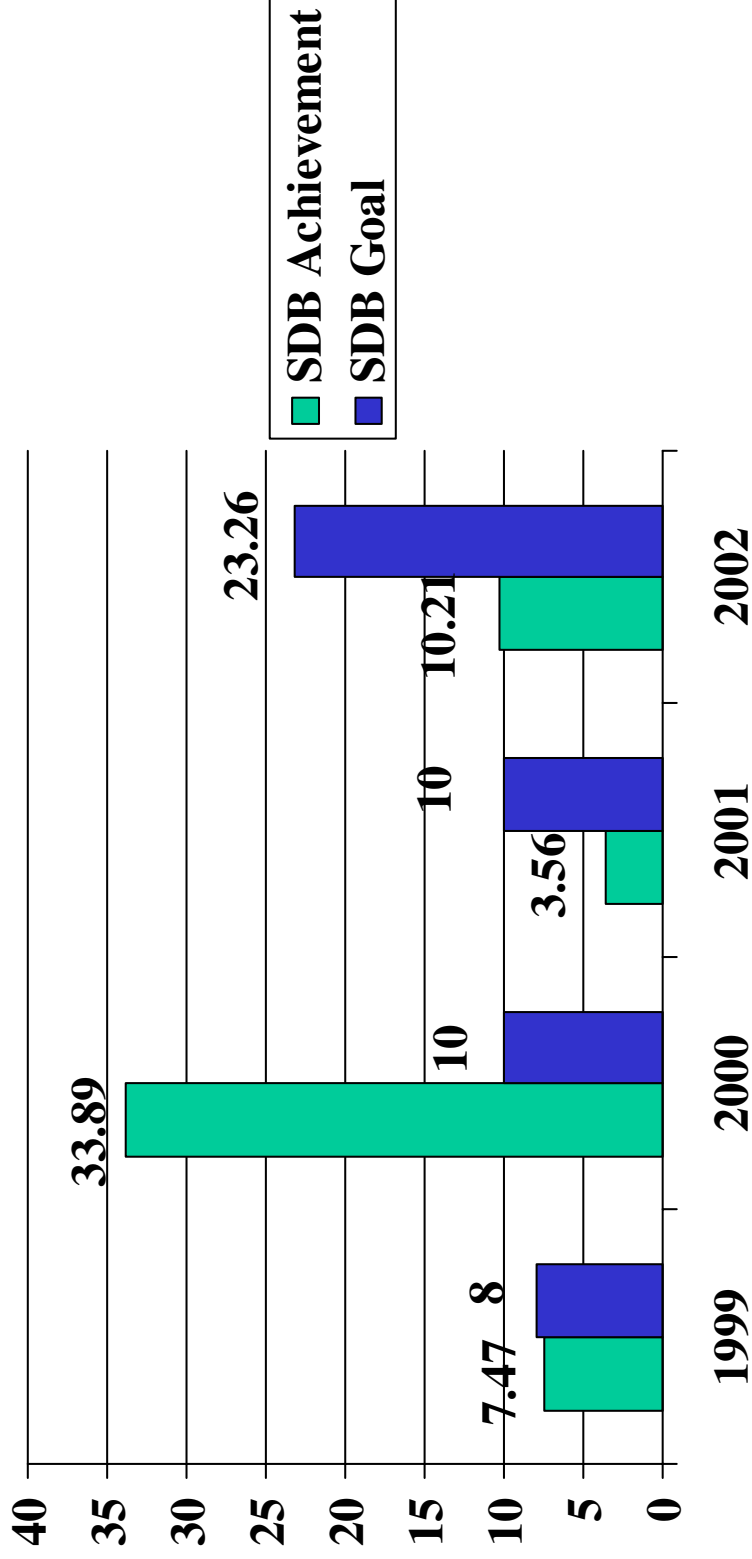
## Small Business Goal Achievement



These figures represent the percentage of Small Business Dollars relative to total dollars for the respective years.

# Small Business Administration

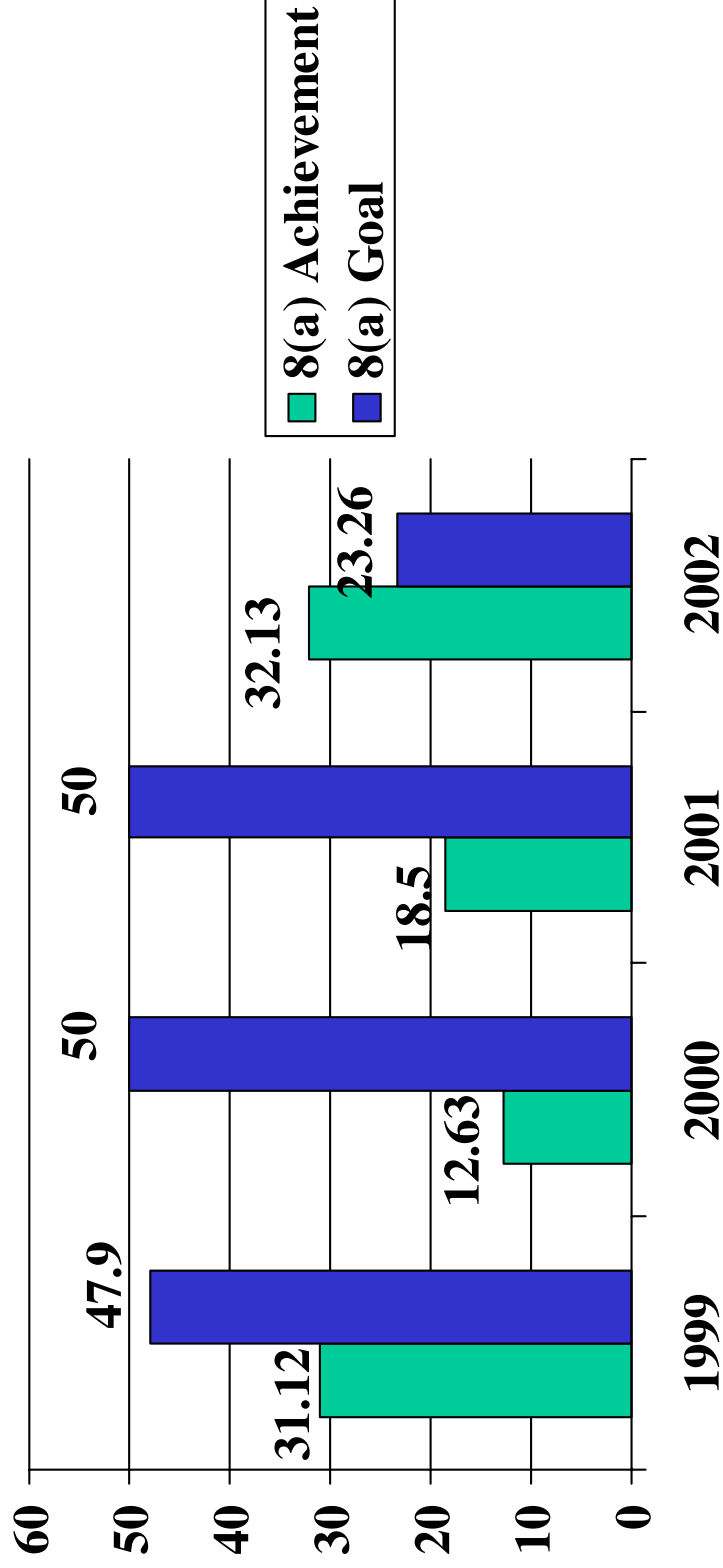
## SDB Goal Achievement



These figures represent the percentage of Small Disadvantaged Business (SDB) Dollars relative to total dollars for the respective years.

# Small Business Administration

## 8(a) Goal Achievement

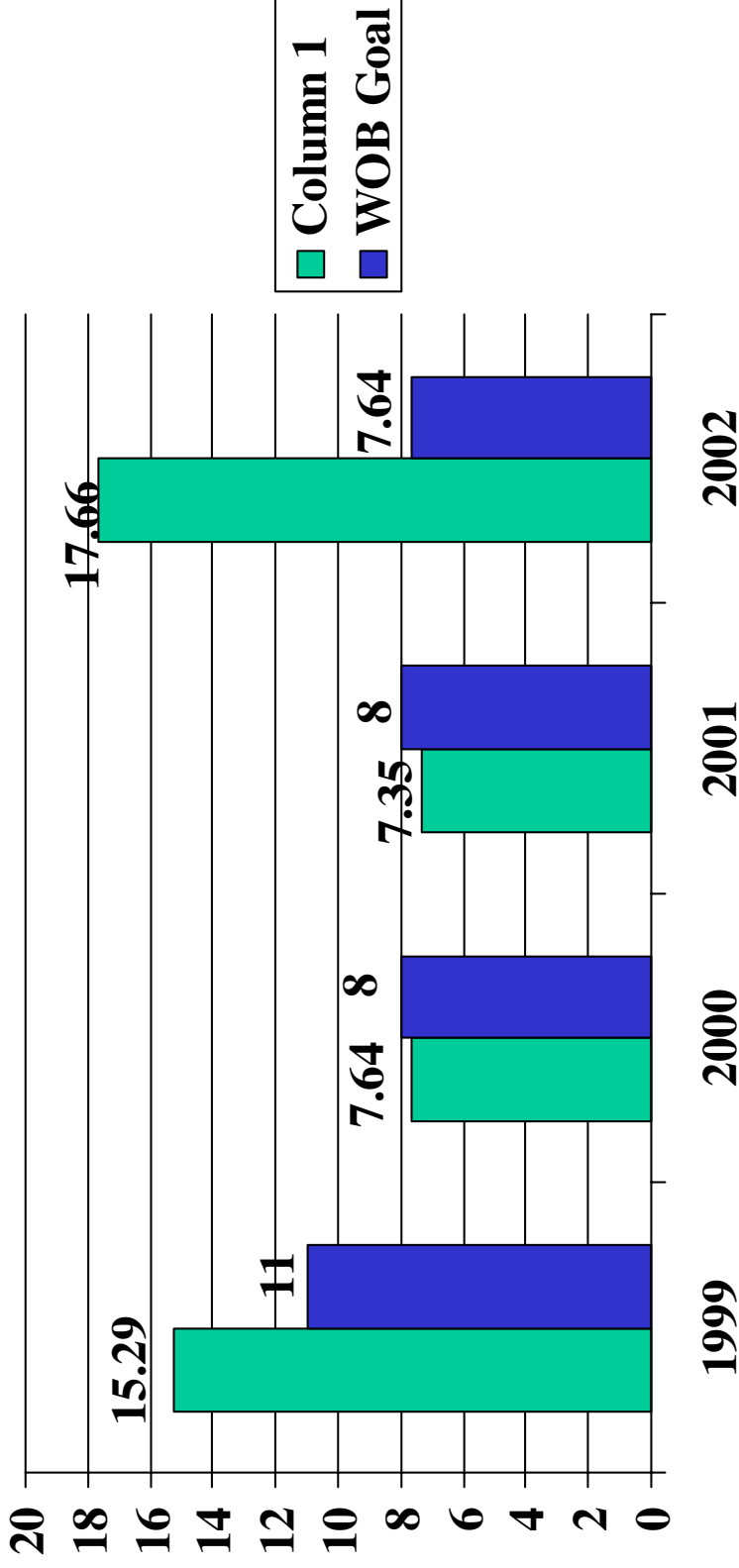


These figures represent the percentage of procurement dollars to 8(a) firms relative to total procurements dollars for the respective years.



# Small Business Administration

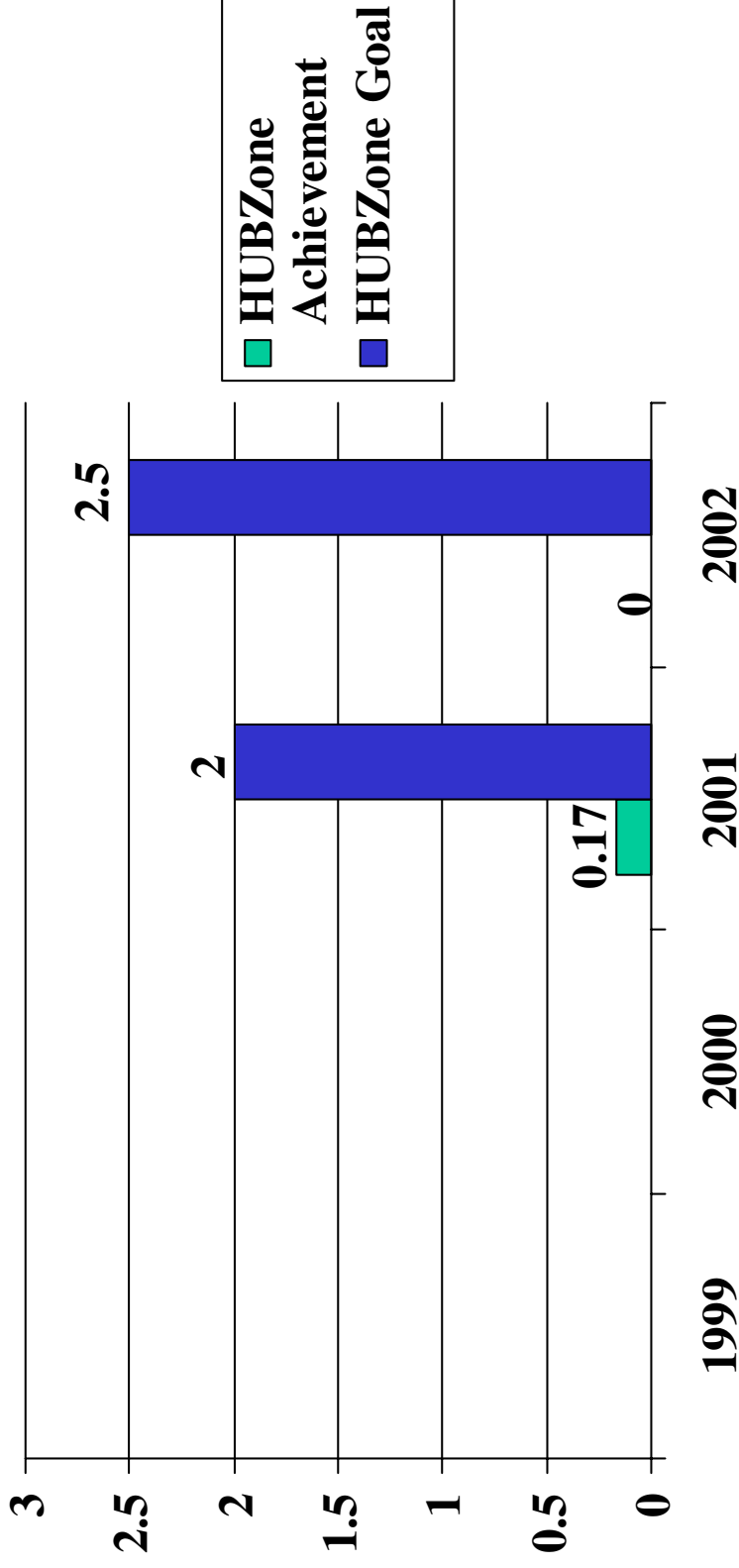
## Women-Owned Business Goal Achievement



These figures represent the percentage of procurements from Women-Owned Businesses relative to total procurements for the respective years.

# Small Business Administration

## HUBZone Business Goal Achievement



These figures represent the percentage of procurements from HUBZone Small Business Concerns relative to total procurements for the respective years.

## Federal Agency Scorecard - Recap

Rank	Federal Agency	Small Business Goal	SDB Goal	8(a) Program Goal	WOB Goal	HUBZone Goal	Total Points	Grade
1	Agriculture	A	A	A	A	B	3.8	B
1	Interior	B	A	A	A	A	3.8	B
3	HHS	A	A	A	A	F	3.2	B-
4	DVA	A	D - notes 2,3,4	A	C	A	3	B-
5	Commerce	B - note 1	B - note 1	A	A	F	2.8	C
5	Labor	A	D - notes 2,3,4	A	A	D	2.8	C
5	State	D - notes 1,3,4	A	D - notes 1,3,4	A	A	2.8	C
8	HUD	B - note 1	B - note 1	A	B - note 1	D	2.8	C
9	GSA	A	D	C	B	F	2	C-
10	Defense	A	A	F	F	F	1.6	D
10	OPM	F - notes 1,2	D - notes 2,3,4	B	A	F	1.6	D
10	Social Security	D - notes 1,3,4	A	C - notes 1,3,4	D	F	1.6	D
10	Treasury	D - notes 1,3,4	F - notes 1,2,3,4	B - note 1	A	F	1.6	D
14	Justice	A	F - notes 1,2,3,4	C	D	F	1.4	D
15	EPA	D - notes 1,3,4	F - notes 2,3,4	A	D	F	1.2	D-
15	SBA	D - notes 1,3,4	F	A	D - notes 1,3,4	F	1.2	D-
15	Transportation	F - notes 1,3	F - notes 2,3,4	B - note 1	F	B	1.2	D-
18	NASA	F - notes 2,3,4	D - notes 2,3,4	A	F	F	1	D-
19	USAID	B - note 1	F - notes 1,2,3,4	F	D	F	0.8	F
19	Education	A	F	F	F	F	0.8	F
21	Energy	C - note 2	F	F	F	F	0.4	F
Average Points		2.43	1.67	2.67	2.14	0.95	1.97	
Average Grade		C	D	C	C-	F	D	D

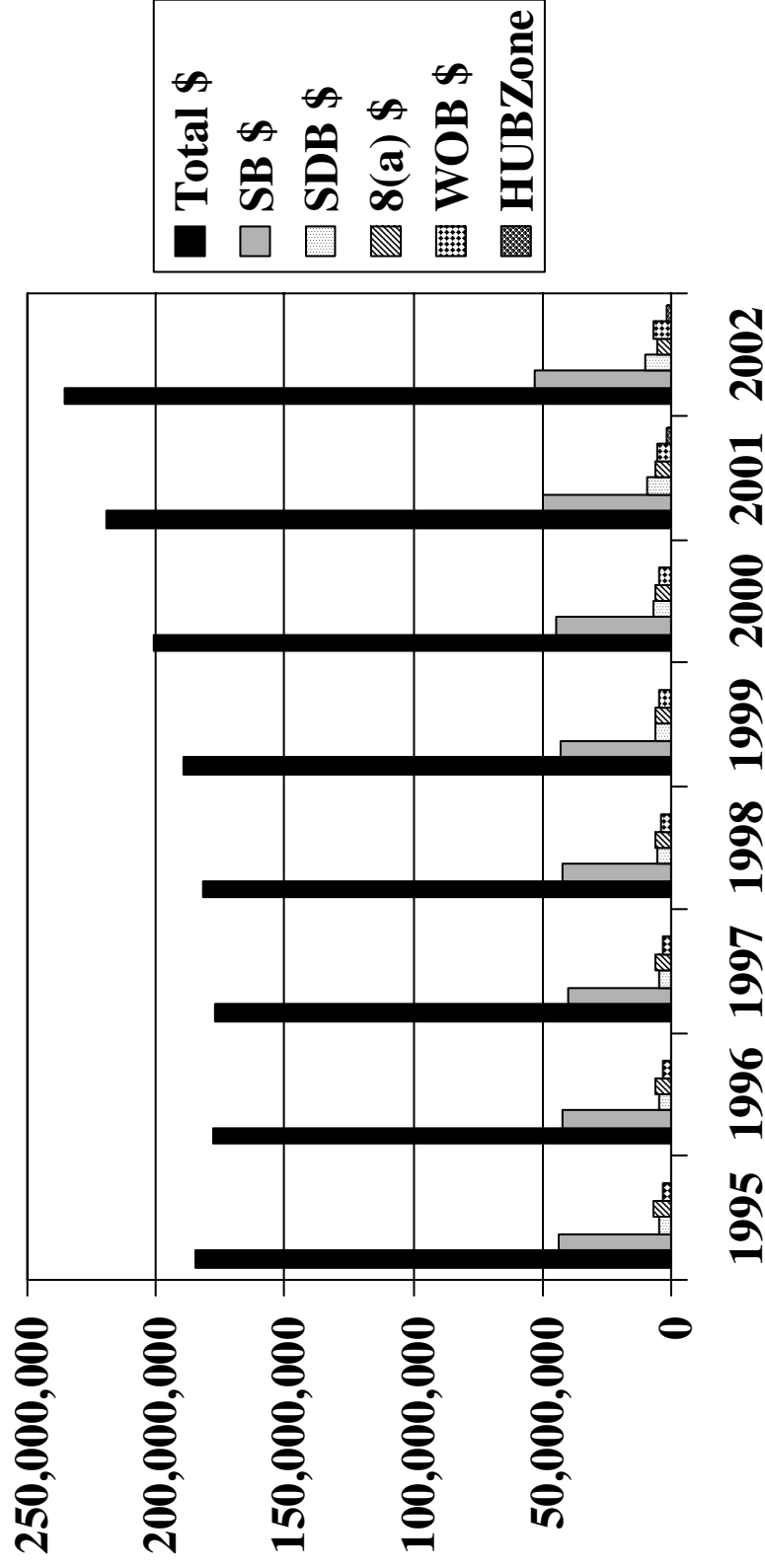
note 1 - downgrade due to unreasonably low goal

note 2 - downgrade due to goal below mandatory goal

note 3 - downgrade - unreasonably low goal or goal below the mandatory goal two years in a row

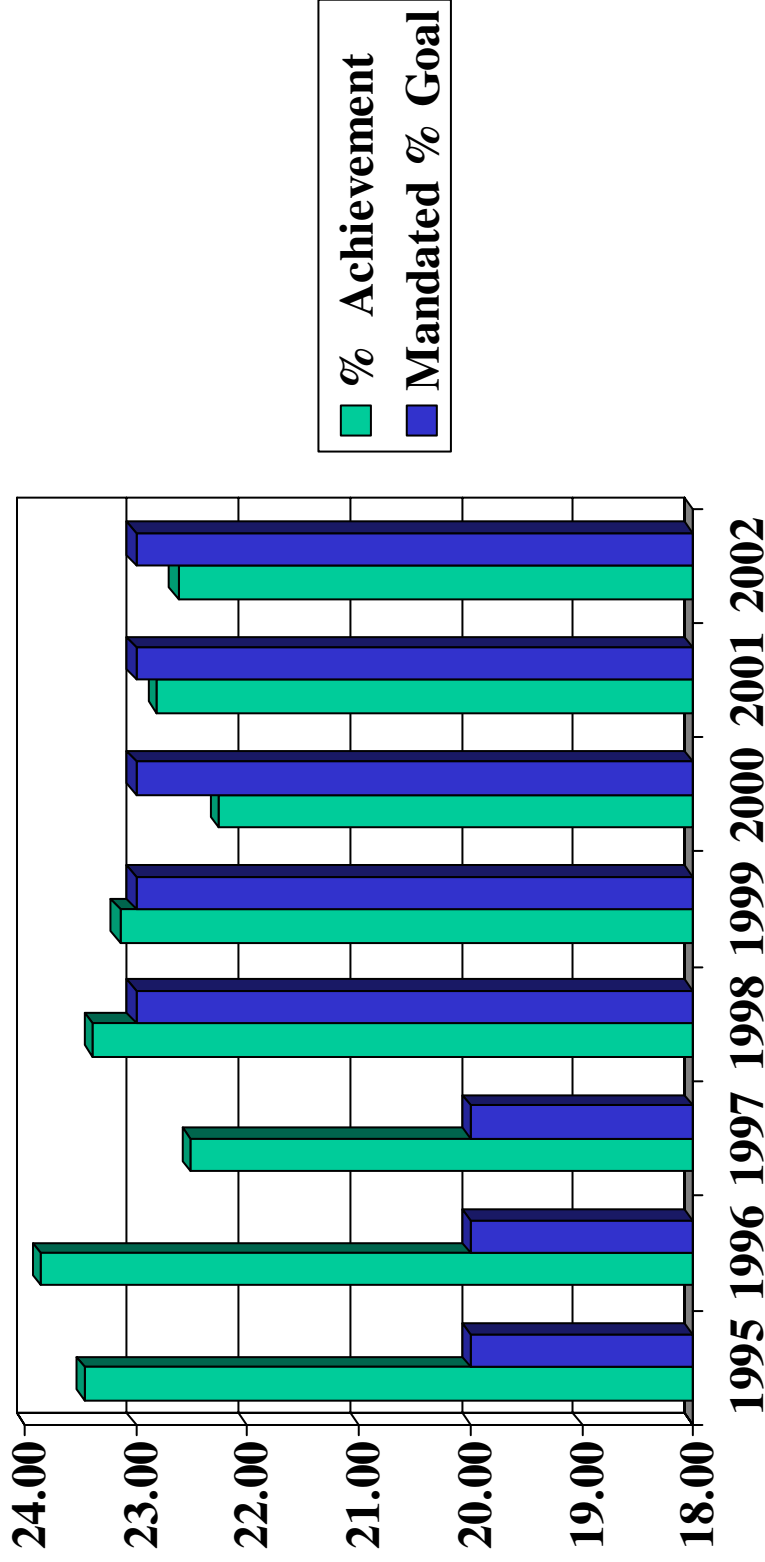
note 4 - downgrade - unreasonably low goal or goal below the mandatory goal three years in a row

# Small Business Participation in Federal Procurement 1995 - 2002

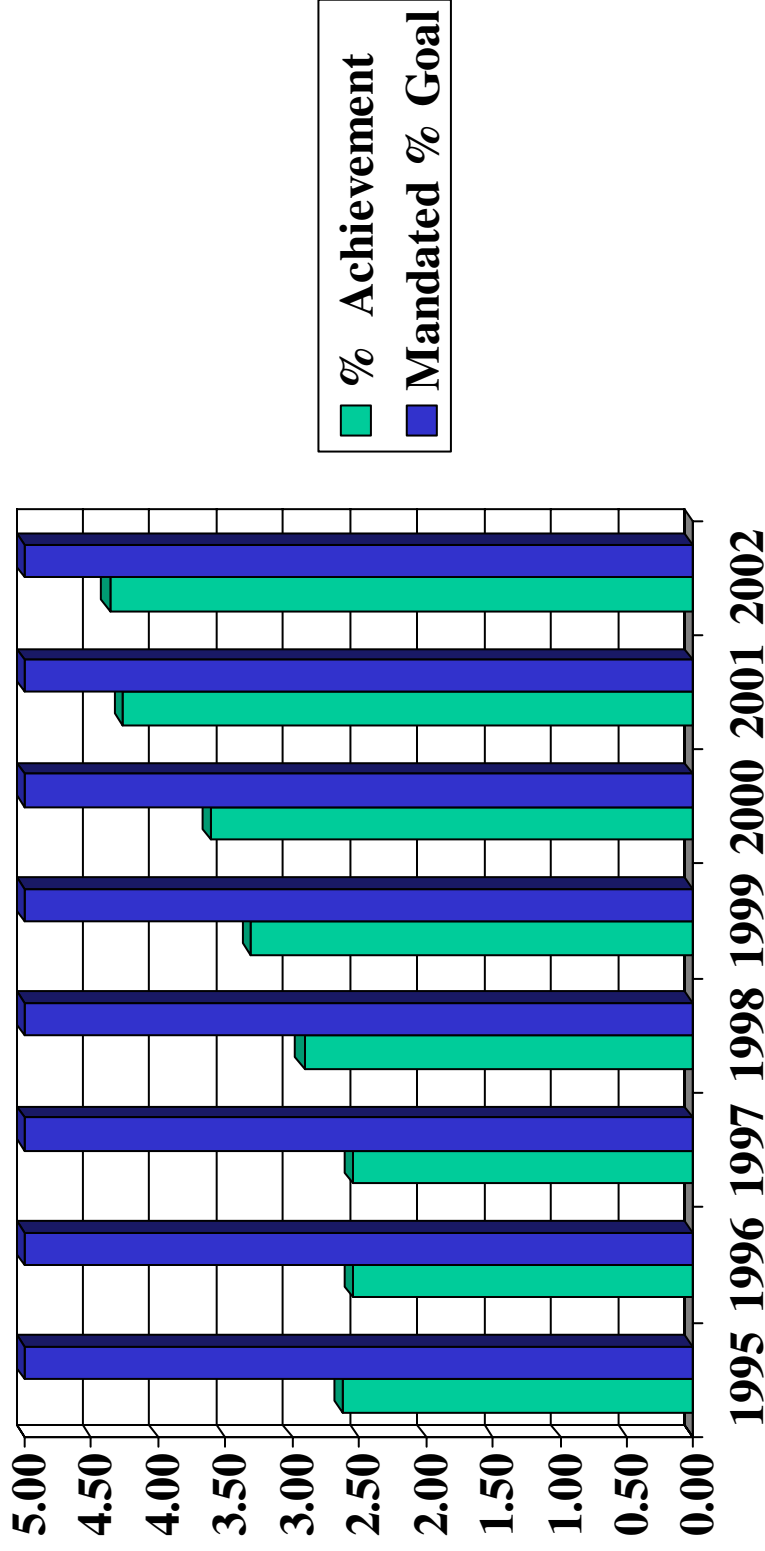


Dollars are expressed in millions.

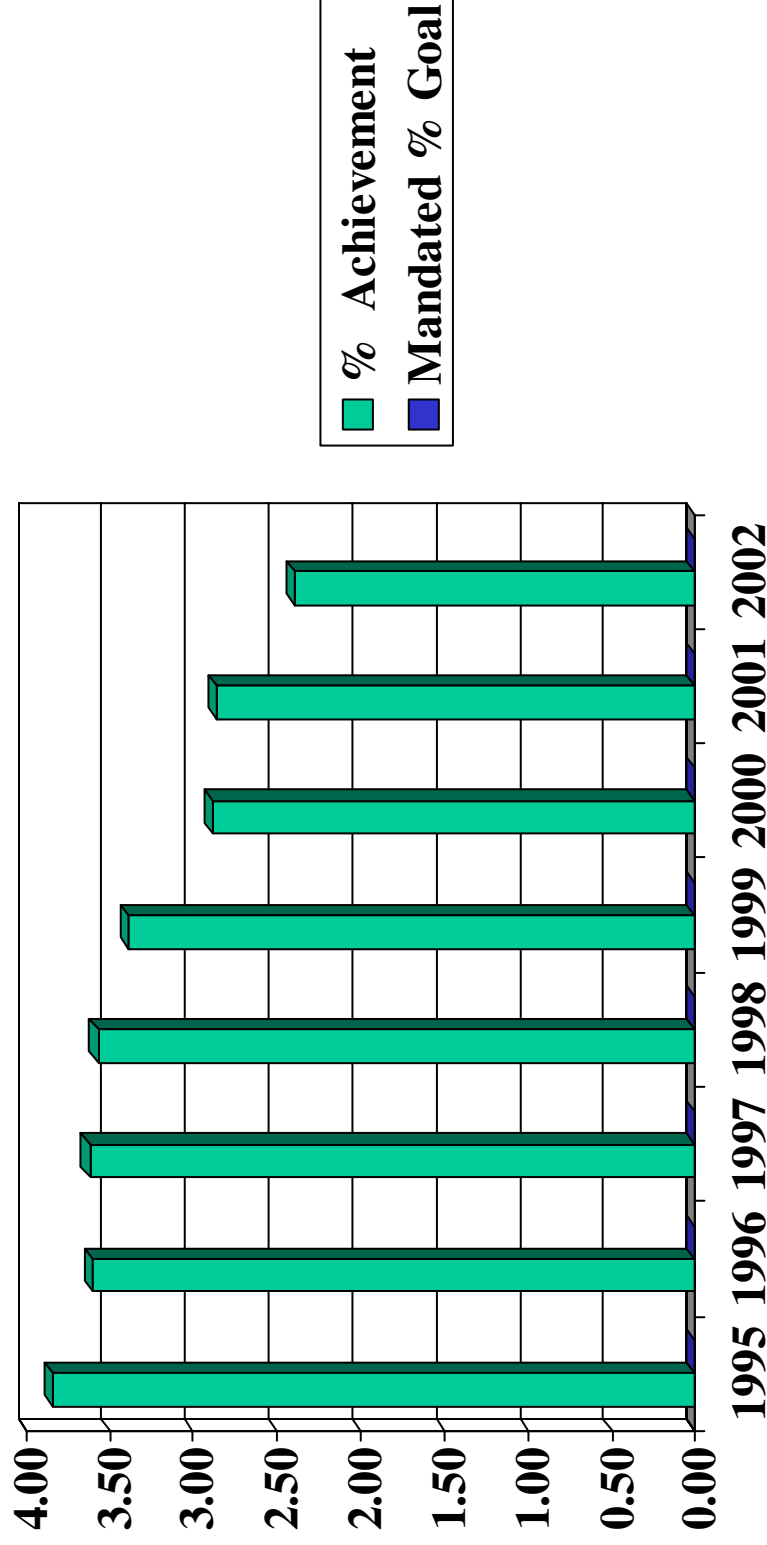
# Small Business Goal Achievement in Federal Procurement



# Small Disadvantaged Business (SDB) Goal Achievement in Federal Procurement

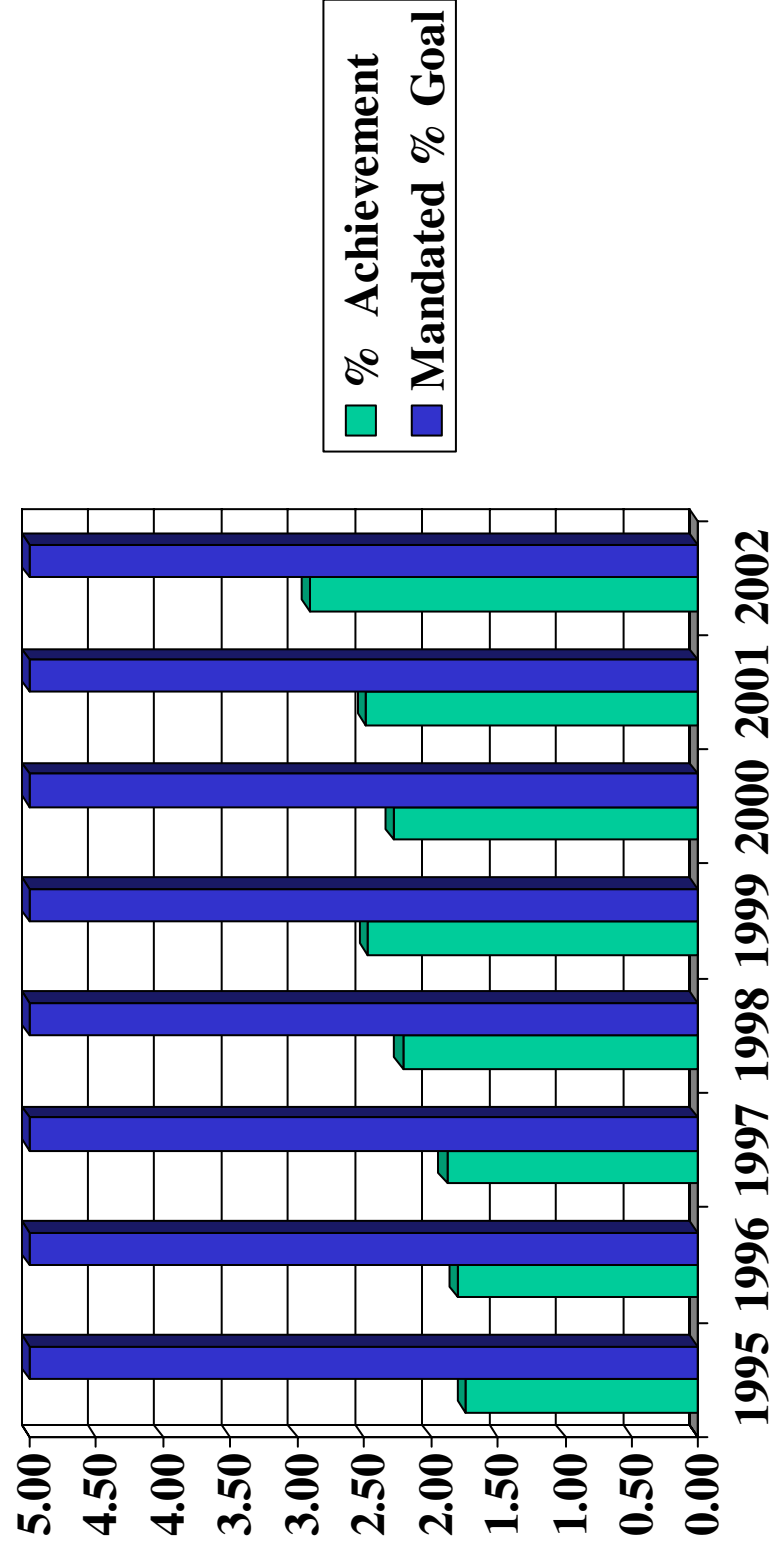


## 8(a) Program Goal Achievement in Federal Procurement



\*There is no federally-mandated 8(a) Program goal.

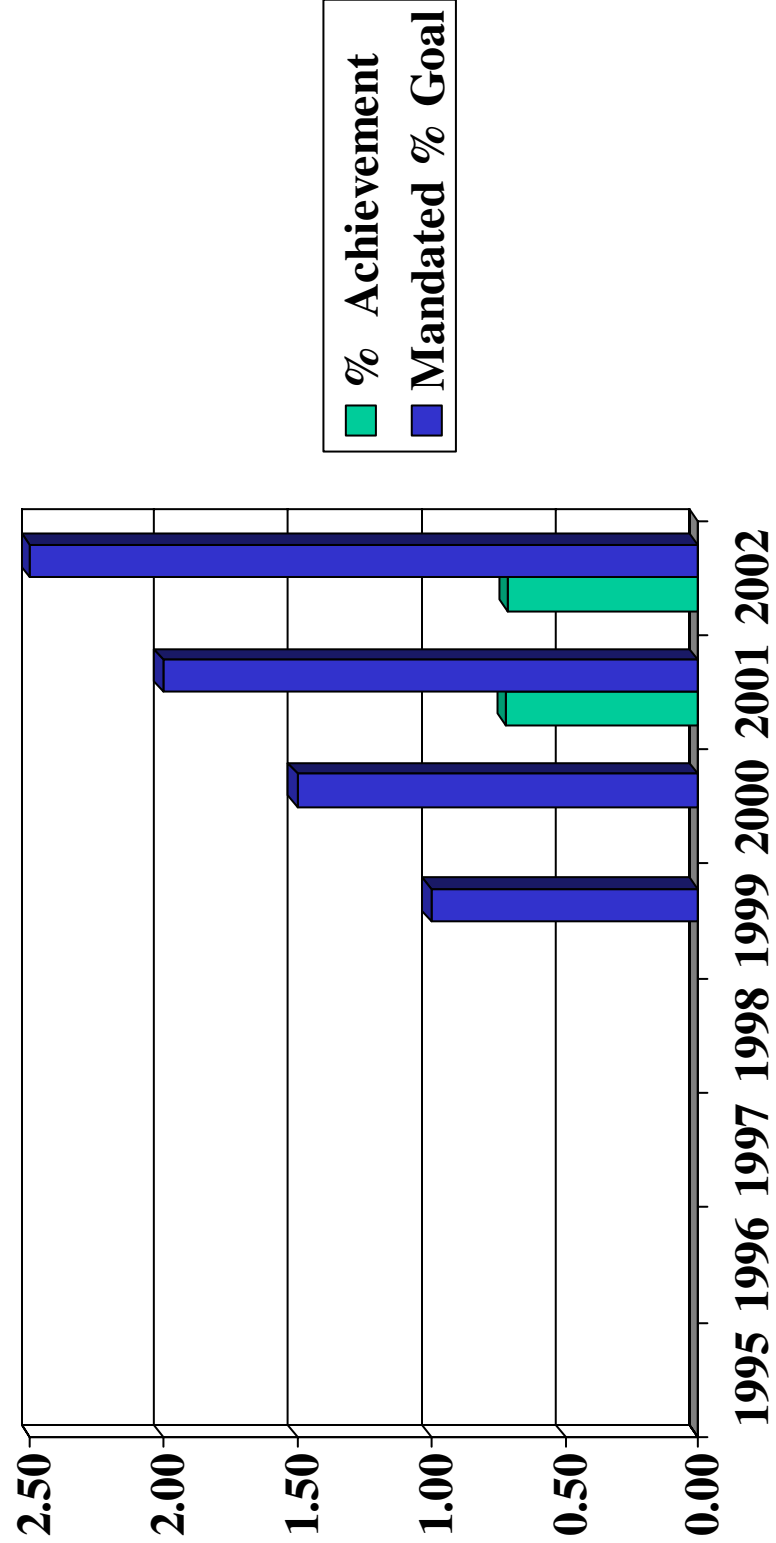
# Women-Owned Business Goal Achievement in Federal Procurement



\*The federally-mandated women-owned business goal was not established until the signing of P.L. 103-355 on 10/13/94

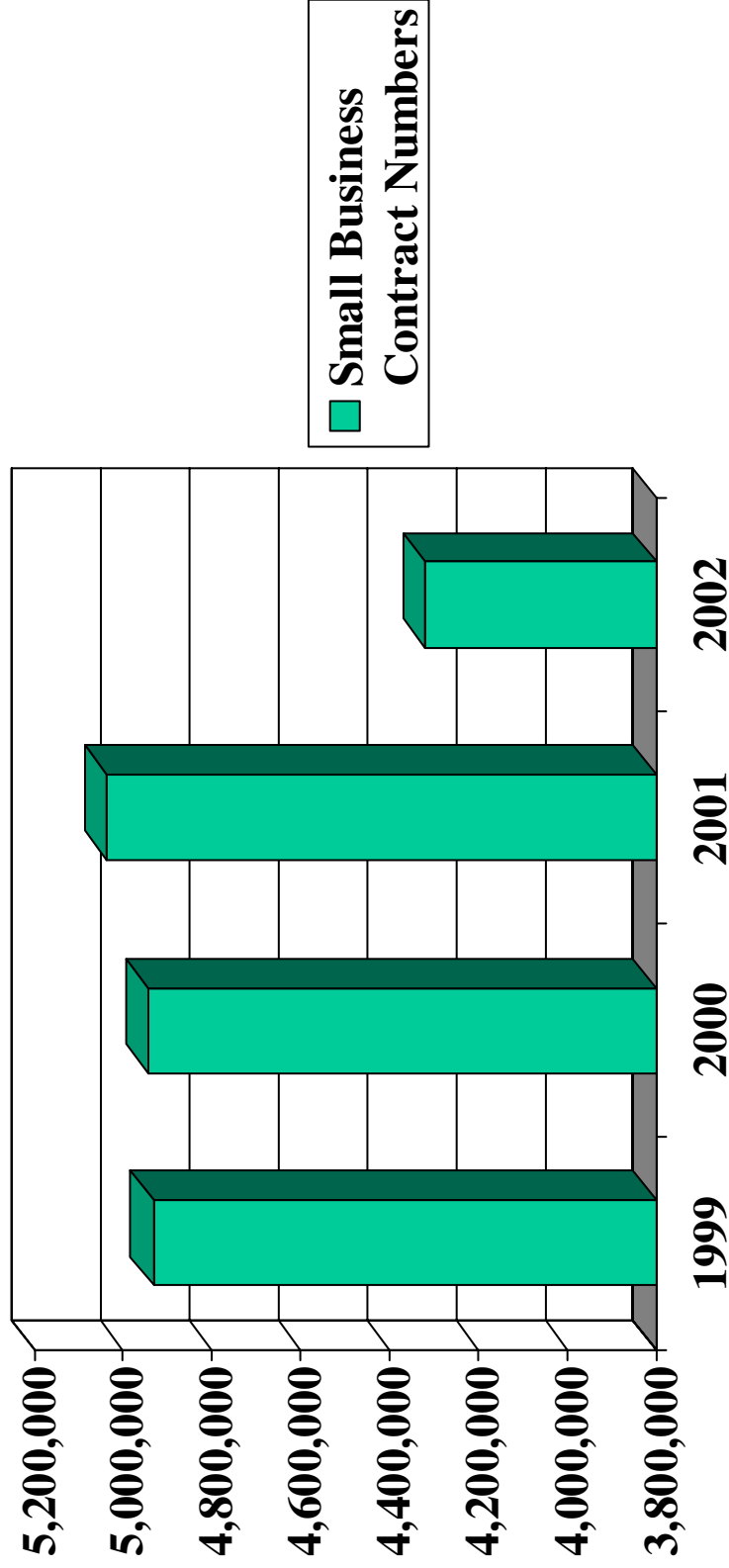


# HUBZone Business Goal Achievement in Federal Procurement



\*The federally-mandated HUBZone business goal was not established until the signing of P.L. 105-135 on 12/2/97

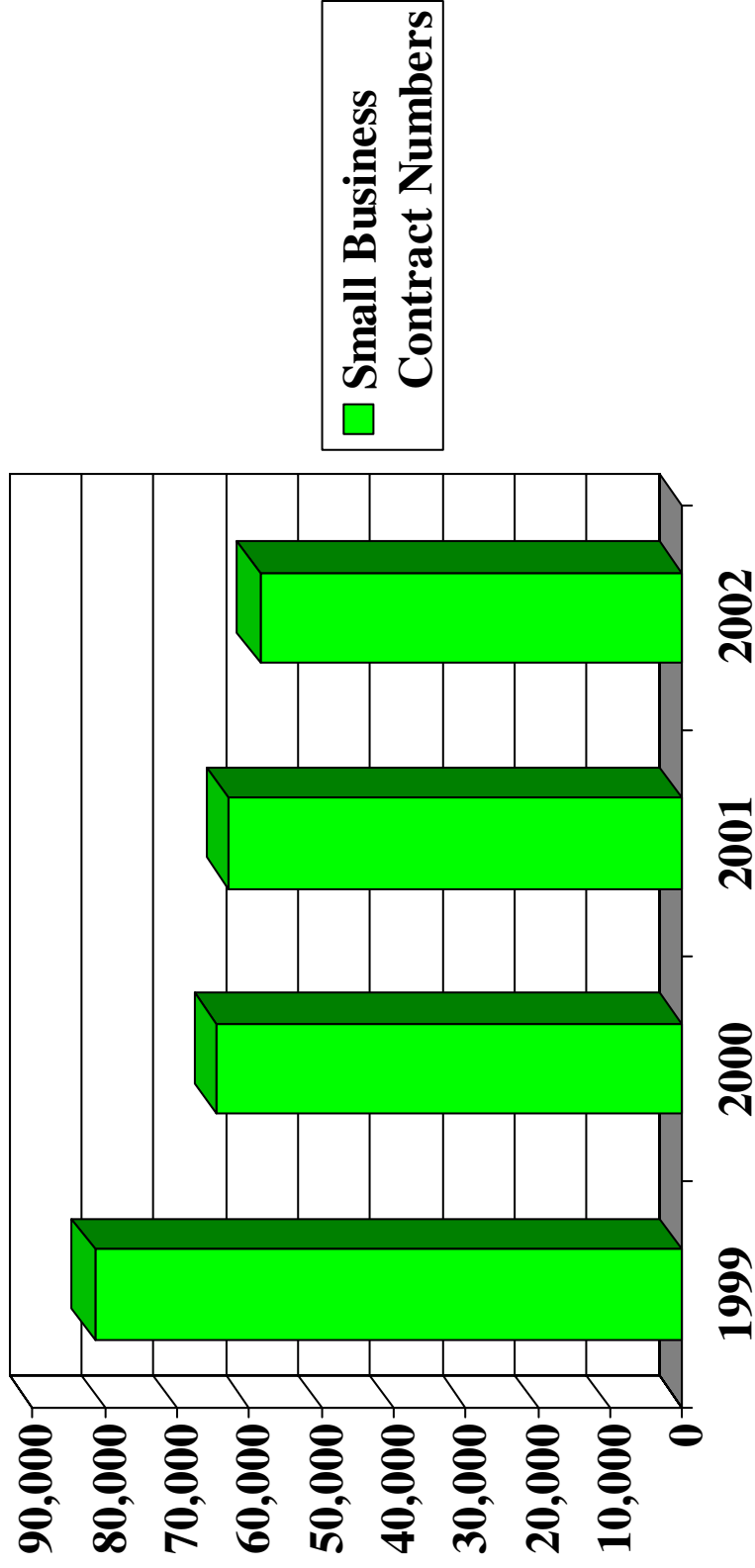
# Small Business Contracts in Federal Procurement



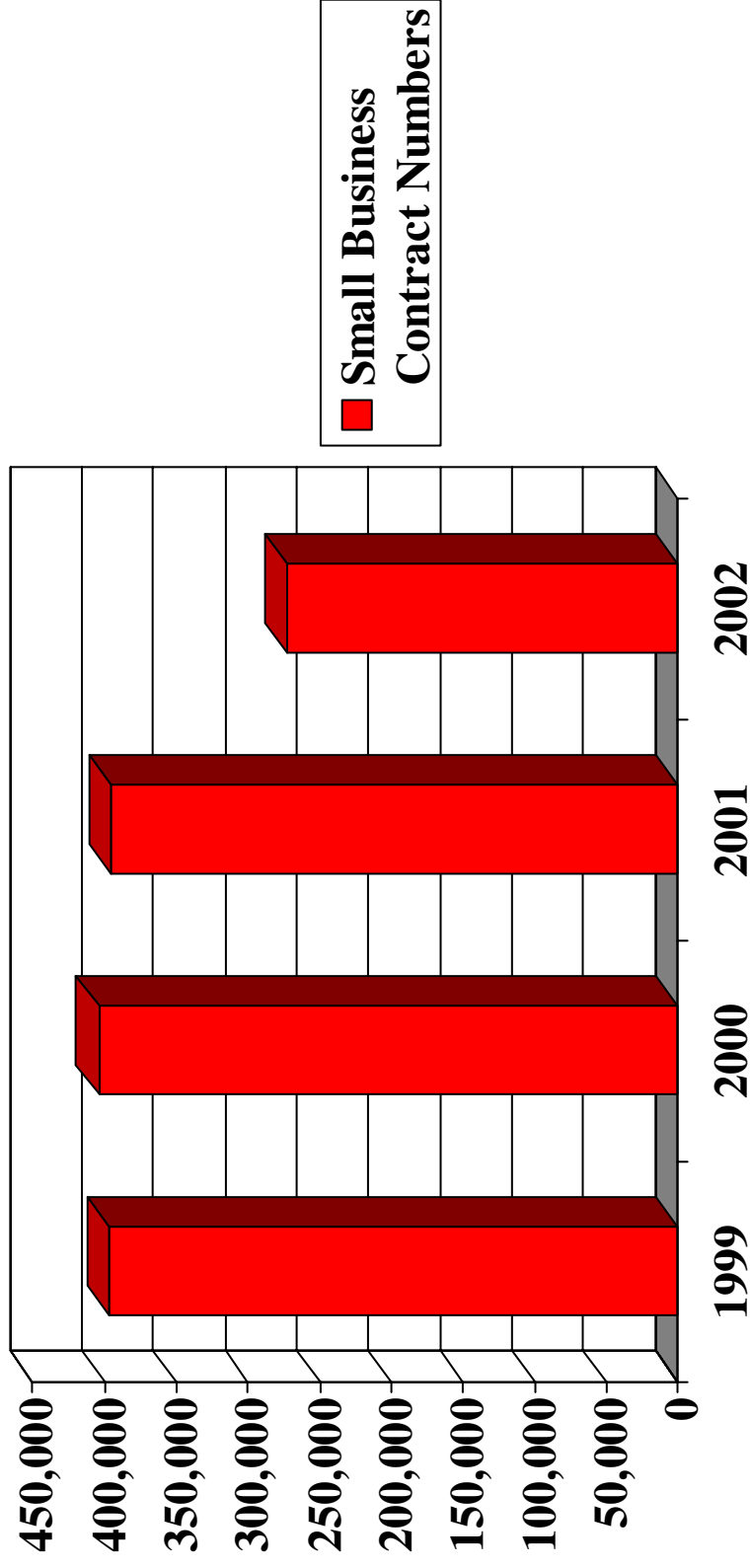
# Small Disadvantaged Business Contracts in Federal Procurement



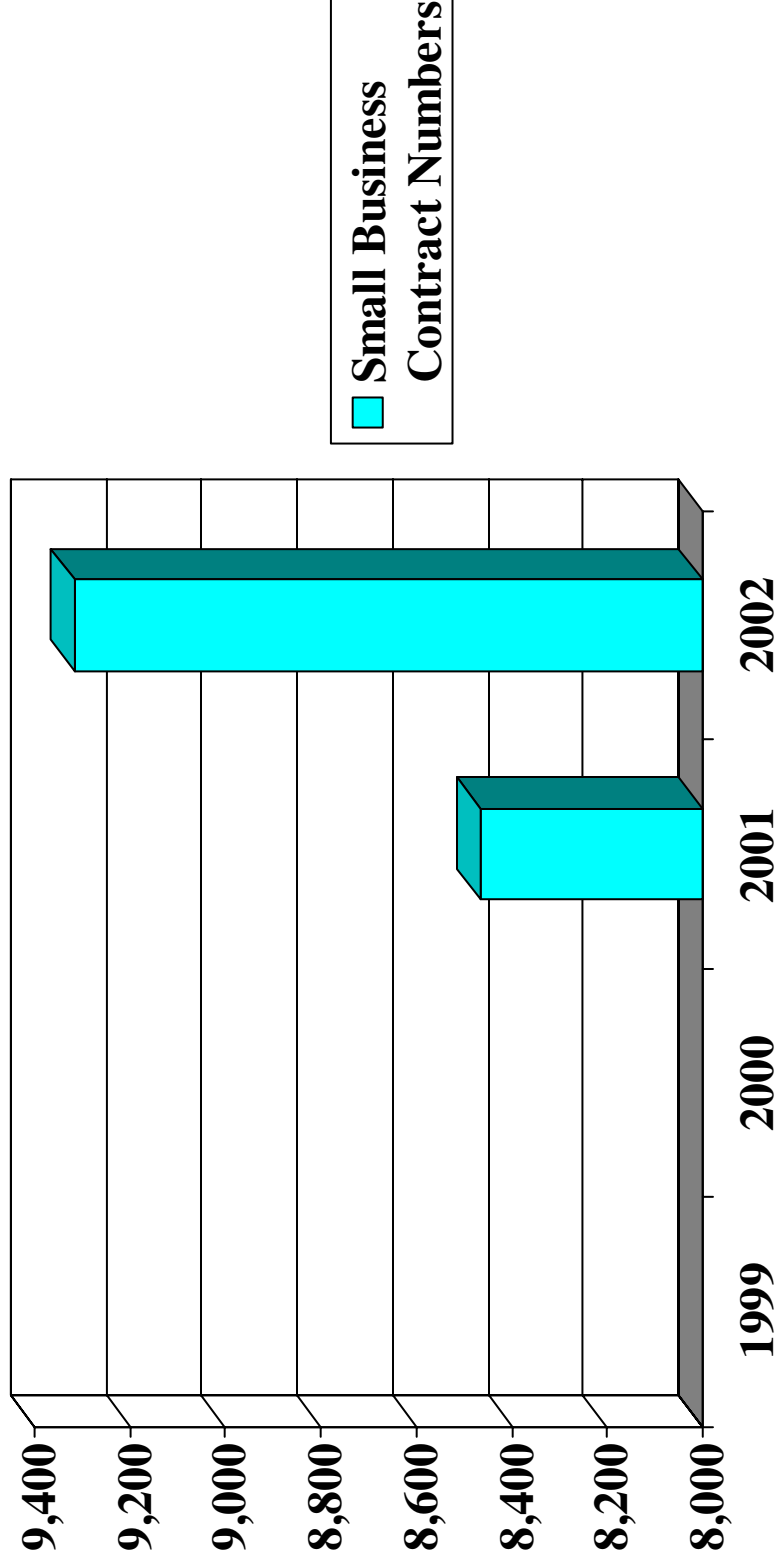
# 8(a) Business Contracts in Federal Procurement



# Women-Owned Business Contracts In Federal Procurement



# HUBZone Business Contracts In Federal Procurement



[illegible]

## Total Procurement Dollars Worksheet

	1995	1996	1997	1998	1999	2000	2001	2002
DOD	\$116,390,112,000	\$114,481,946,000	\$113,116,802,000	\$115,656,750,000	\$119,732,697,000	\$126,230,152,000	\$142,764,938,000	\$155,167,320,000
SB \$	\$26,346,026,000	\$26,626,093,000	\$25,408,459,000	\$24,166,123,000	\$25,330,713,000	\$27,029,062,000	\$29,312,596,000	\$32,845,837,000
SDB \$	\$3,645,414,000	\$3,366,091,000	\$3,191,515,000	\$3,284,722,000	\$3,768,393,000	\$3,680,997,000	\$4,746,133,000	\$7,008,879,000
8(a) \$	\$3,611,216,000	\$3,611,216,000	\$3,628,429,000	\$3,433,154,000	\$3,330,749,000	\$3,334,241,000	\$3,161,894,000	\$2,231,221,000
WOB \$	\$1,644,879,000	\$1,773,777,000	\$1,901,814,000	\$2,087,319,000	\$2,304,266,000	\$2,524,747,000	\$2,856,803,000	\$4,136,251,000
HUBZone \$							\$1,015,261,000	\$824,114,000
Total Pref\$	\$35,247,535,000	\$35,377,177,000	\$34,130,217,000	\$32,971,318,000	\$34,734,121,000	\$36,569,047,000	\$41,092,687,000	\$47,046,302,000
Energy	\$16,897,278,000	\$15,895,094,000	\$16,174,212,000	\$15,142,938,000	\$15,650,286,000	\$16,909,511,000	\$18,598,697,000	\$19,005,018,000
SB \$	\$509,930,000	\$460,145,000	\$490,037,000	\$2,745,040,000	\$2,608,681,000	\$500,254,000	\$538,334,000	\$591,273,000
SDB \$	\$31,403,000	\$36,155,000	\$31,290,000	\$285,389,000	\$427,078,000	\$59,452,000	\$85,164,000	\$106,707,000
8(a) \$	\$220,394,000	\$220,394,000	\$219,629,000	\$333,321,000	\$292,907,000	\$126,943,000	\$148,716,000	\$181,772,000
WOB \$	\$74,697,000	\$40,445,000	\$35,699,000	\$440,081,000	\$399,056,000	\$41,770,000	\$72,771,000	\$98,566,000
HUBZone \$							\$11,831,000	\$29,083,000
Total Pref\$	\$836,424,000	\$757,139,000	\$776,655,000	\$3,803,831,000	\$3,727,722,000	\$728,419,000	\$856,816,000	\$1,007,401,000
NASA	\$11,759,217,000	\$11,302,922,000	\$11,191,552,000	\$10,972,295,000	\$11,003,293,000	\$11,066,765,000	\$11,232,435,000	\$11,627,660,000
SB \$	\$1,157,068,000	\$1,141,680,000	\$1,257,855,000	\$1,239,119,000	\$1,312,717,000	\$1,485,504,000	\$1,631,377,000	\$1,707,854,000
SDB \$	\$142,831,000	\$108,125,000	\$177,017,000	\$203,687,000	\$239,132,000	\$382,035,000	\$305,986,000	\$376,975,000
8(a) \$	\$329,277,000	\$329,277,000	\$335,090,000	\$317,140,000	\$351,033,000	\$334,263,000	\$445,241,000	\$478,745,000
WOB \$	\$179,498,000	\$166,335,000	\$172,557,000	\$151,614,000	\$180,676,000	\$226,912,000	\$256,626,000	\$292,451,000
HUBZone \$							\$15,974,000	\$23,708,000
Total Pref\$	\$1,808,674,000	\$1,745,417,000	\$1,942,519,000	\$1,911,560,000	\$2,083,558,000	\$2,428,714,000	\$2,655,204,000	\$2,879,733,000
GSA	\$8,959,541,000	\$7,996,026,000	\$8,305,021,000	\$8,039,593,000	\$7,405,439,000	\$11,118,974,000	\$10,656,575,000	\$9,417,475,000
SB \$	\$3,291,087,000	\$4,364,913,000	\$3,120,299,000	\$3,162,551,000	\$3,075,415,000	\$4,386,284,000	\$4,657,991,000	\$4,176,556,000
SDB \$	\$194,721,000	\$251,030,000	\$318,186,000	\$431,362,000	\$481,090,000	\$1,238,146,000	\$861,411,000	\$577,493,000
8(a) \$	\$531,460,000	\$531,834,000	\$496,308,000	\$415,479,000	\$536,069,000	\$407,581,000	\$536,772,000	\$400,619,000
WOB \$	\$149,738,000	\$249,151,000	\$199,665,000	\$268,662,000	\$352,087,000	\$401,117,000	\$536,821,000	\$382,385,000
HUBZone \$							\$67,275,000	\$97,714,000
Total Pref\$	\$4,167,006,000	\$5,396,928,000	\$4,134,458,000	\$4,278,054,000	\$4,444,661,000	\$6,433,128,000	\$6,660,270,000	\$5,634,767,000
HHS	\$3,722,308,000	\$4,109,617,000	\$3,619,198,000	\$4,244,673,000	\$4,984,303,000	\$4,541,865,000	\$4,840,797,000	\$5,984,503,000
SB \$	\$1,477,074,000	\$1,223,817,000	\$997,877,000	\$1,423,541,000	\$1,364,958,000	\$1,129,116,000	\$1,536,376,000	\$1,683,576,000
SDB \$	\$112,120,000	\$147,626,000	\$136,981,000	\$208,613,000	\$149,274,000	\$315,564,000	\$277,771,000	\$335,863,000
8(a) \$	\$198,914,000	\$198,914,000	\$238,135,000	\$444,003,000	\$221,074,000	\$144,934,000	\$222,278,000	\$310,275,000
WOB \$	\$171,729,000	\$122,698,000	\$152,288,000	\$145,871,000	\$165,985,000	\$169,938,000	\$264,074,000	\$292,254,000
HUBZone \$							\$29,366,000	\$75,310,000
Total Pref\$	\$1,959,837,000	\$1,693,055,000	\$1,525,281,000	\$2,222,028,000	\$1,901,291,000	\$1,759,552,000	\$2,329,865,000	\$2,697,278,000
DVA	\$4,708,979,000	\$4,200,881,000	\$4,533,943,000	\$4,250,008,000	\$3,846,077,000	\$5,286,214,000	\$5,838,519,000	\$5,720,949,000
SB \$	\$1,895,492,000	\$1,576,651,000	\$1,716,315,000	\$1,573,249,000	\$1,342,088,000	\$1,594,865,000	\$1,733,183,000	\$1,706,005,000
SDB \$	\$148,416,000	\$118,246,000	\$159,460,000	\$123,758,000	\$117,396,000	\$241,425,000	\$275,389,000	\$186,799,000
8(a) \$	\$159,512,000	\$159,563,000	\$288,007,000	\$301,374,000	\$204,894,000	\$214,437,000	\$220,969,000	\$298,660,000
WOB \$	\$223,384,000	\$213,718,000	\$268,440,000	\$231,373,000	\$215,177,000	\$223,795,000	\$270,531,000	\$220,837,000
HUBZone \$							\$113,478,000	\$167,764,000
Total Pref\$	\$2,426,804,000	\$2,068,178,000	\$2,432,222,000	\$2,229,754,000	\$1,879,555,000	\$2,274,522,000	\$2,613,550,000	\$2,580,065,000
Justice	\$2,674,498,000	\$2,740,468,000	\$3,198,493,000	\$3,309,923,000	\$3,641,226,000	\$3,659,726,000	\$4,837,722,000	\$5,035,428,000
SB \$	\$1,178,913,000	\$993,333,000	\$1,117,005,000	\$1,139,697,000	\$1,074,270,000	\$1,192,246,000	\$1,474,336,000	\$1,577,734,000
SDB \$	\$57,247,000	\$53,801,000	\$73,818,000	\$97,462,000	\$146,419,000	\$169,483,000	\$1,212,849,000	\$316,683,000
8(a) \$	\$189,436,000	\$189,436,000	\$203,217,000	\$190,016,000	\$138,914,000	\$111,967,000	\$243,962,000	\$150,224,000
WOB \$	\$137,806,000	\$73,892,000	\$75,089,000	\$95,601,000	\$119,068,000	\$112,602,000	\$162,719,000	\$168,253,000
HUBZone \$							\$44,020,000	\$36,387,000
Total Pref\$	\$1,563,402,000	\$1,310,462,000	\$1,469,129,000	\$1,522,776,000	\$1,478,671,000	\$1,586,298,000	\$3,137,886,000	\$2,249,281,000
Transp	\$2,129,763,000	\$2,093,342,000	\$1,810,945,000	\$1,897,242,000	\$1,847,443,000	\$1,933,751,000	\$2,489,626,000	\$3,795,138,000
SB \$	\$1,097,785,000	\$1,122,335,000	\$1,035,305,000	\$1,050,631,000	\$1,072,973,000	\$1,010,013,000	\$1,359,921,000	\$1,292,704,000
SDB \$	\$90,702,000	\$78,468,000	\$46,503,000	\$52,385,000	\$100,449,000	\$92,817,000	\$133,041,000	\$139,905,000
8(a) \$	\$236,092,000	\$239,244,000	\$254,482,000	\$270,633,000	\$229,763,000	\$241,964,000	\$271,092,000	\$256,819,000
WOB \$	\$80,084,000	\$64,457,000	\$77,363,000	\$69,719,000	\$75,292,000	\$84,078,000	\$95,423,000	\$99,197,000
HUBZone \$							\$77,655,000	\$84,730,000
Total Pref\$	\$1,504,663,000	\$1,504,504,000	\$1,413,653,000	\$1,443,368,000	\$1,478,477,000	\$1,428,872,000	\$1,937,132,000	\$1,873,355,000
USDA	\$3,034,229,000	\$2,937,359,000	\$2,703,640,000	\$2,958,353,000	\$3,532,225,000	\$3,532,937,000	\$3,811,840,000	\$3,706,594,000
SB \$	\$1,434,177,000	\$1,437,158,000	\$1,244,834,000	\$1,257,956,000	\$1,340,728,000	\$1,435,009,000	\$1,887,015,000	\$1,789,449,000
SDB \$	\$60,941,000	\$67,212,000	\$66,009,000	\$73,203,000	\$117,959,000	\$175,879,000	\$181,932,000	\$168,399,000
8(a) \$	\$147,247,000	\$147,233,000	\$88,558,000	\$120,442,000	\$140,177,000	\$166,044,000	\$146,460,000	\$166,058,000
WOB \$	\$94,161,000	\$89,743,000	\$85,879,000	\$91,394,000	\$134,424,000	\$101,775,000	\$148,851,000	\$166,346,000
HUBZone \$							\$93,706,000	\$82,327,000
Total Pref\$	\$1,736,526,000	\$1,741,346,000	\$1,485,280,000	\$1,542,995,000	\$1,733,288,000	\$1,776,932,000	\$2,457,964,000	\$2,372,579,000
Treasury	\$1,418,966,000	\$1,380,415,000	\$1,255,394,000	\$1,784,165,000	\$2,168,618,000	\$2,858,828,000	\$2,489,479,000	\$3,021,553,000
SB \$	\$590,335,000	\$488,288,000	\$469,759,000	\$665,971,000	\$773,576,000	\$614,301,000	\$866,158,000	\$835,835,000
SDB \$	\$28,461,000	\$50,165,000	\$52,224,000	\$122,474,000	\$170,020,000	\$135,783,000	\$133,449,000	\$174,512,000
8(a) \$	\$172,061,000	\$167,426,000	\$128,713,000	\$129,359,000	\$171,679,000	\$74,248,000	\$179,060,000	\$194,735,000
WOB \$	\$70,533,000	\$63,381,000	\$74,985,000	\$66,337,000	\$101,888,000	\$111,189,000	\$123,224,000	\$184,859,000
HUBZone \$							\$26,498,000	\$36,643,000
Total Pref\$	\$861,390,000	\$769,260,000	\$725,681,000	\$984,141,000	\$1,217,163,000	\$3,794,349,000	\$1,328,389,000	\$1,426,584,000
Interior	\$2,024,478,000	\$1,225,448,000	\$1,412,824,000	\$1,478,873,000	\$1,248,353,000	\$1,436,386,000	\$2,145,628,000	\$2,414,596,000
SB \$	\$1,081,439,000	\$687,830,000	\$785,693,000	\$804,739,000	\$677,088,000	\$871,686,000	\$1,222,997,000	\$1,214,048,000
SDB \$	\$69,156,000	\$42,549,000	\$53,757,000	\$64,252,000	\$58,228,000	\$122,848,000	\$252,440,000	\$164,213,000
8(a) \$	\$109,946,000	\$109,940,000	\$110,958,000	\$132,412,000	\$138,192,000	\$120,169,000	\$189,854,000	\$170,457,000
WOB \$	\$103,959,000	\$58,009,000	\$56,792,000	\$60,248,000	\$55,977,000	\$62,147,000	\$130,128,000	\$120,027,000
HUBZone \$							\$55,730,000	\$97,933,000
Total Pref\$	\$1,364,500,000	\$898,328,000	\$1,007,200,000	\$1,061,651,000	\$929,485,000	\$1,176,850,000	\$1,851,149,000	\$1,766,678,000



Total Procurement Dollars Worksheet

	1995	1996	1997	1998	1999	2000	2001	2002
Labor	\$876,087,000	\$880,896,000	\$1,054,106,000	\$1,120,143,000	\$1,136,479,000	\$1,329,765,000	\$1,396,604,000	\$1,640,979,000
SB \$	\$200,554,000	\$210,533,000	\$207,212,000	\$195,890,000	\$221,039,000	\$347,700,000	\$387,719,000	\$440,301,000
SDB \$	\$49,012,000	\$14,835,000	\$15,156,000	\$23,690,000	\$28,714,000	\$49,432,000	\$102,356,000	\$104,525,000
8(a) \$	\$40,395,000	\$40,395,000	\$45,495,000	\$37,096,000	\$53,392,000	\$68,370,000	\$76,386,000	\$95,219,000
WOB \$	\$24,686,000	\$17,741,000	\$14,552,000	\$15,268,000	\$35,675,000	\$55,102,000	\$73,914,000	\$84,421,000
HUBZone \$							\$3,710,000	\$25,754,000
Total Pref\$	\$314,647,000	\$283,504,000	\$282,415,000	\$271,944,000	\$338,820,000	\$520,604,000	\$644,085,000	\$750,220,000
State	\$662,221,000	\$536,814,000	\$557,873,000	\$565,720,000	\$902,869,000	\$1,543,355,000	\$1,501,463,000	\$1,613,173,000
SB \$	\$314,370,000	\$278,573,000	\$238,544,000	\$236,847,000	\$443,697,000	\$420,908,000	\$579,806,000	\$760,317,000
SDB \$	\$41,383,000	\$18,357,000	\$11,634,000	\$21,623,000	\$18,867,000	\$77,589,000	\$148,142,000	\$125,086,000
8(a) \$	\$80,867,000	\$80,867,000	\$65,818,000	\$69,535,000	\$194,931,000	\$143,430,000	\$120,289,000	\$220,683,000
WOB \$	\$39,697,000	\$29,391,000	\$25,415,000	\$33,720,000	\$75,022,000	\$36,875,000	\$57,239,000	\$78,363,000
HUBZone \$							\$5,769,000	\$54,977,000
Total Pref\$	\$476,317,000	\$407,188,000	\$341,411,000	\$361,725,000	\$732,517,000	\$678,802,000	\$911,245,000	\$1,239,426,000
Commerce	\$1,172,050,000	\$977,329,000	\$905,056,000	\$1,182,044,000	\$1,203,943,000	\$1,911,903,000	\$1,188,019,000	\$1,596,134,000
SB \$	\$647,008,000	\$446,972,000	\$411,509,000	\$454,762,000	\$491,571,000	\$638,057,000	\$584,485,000	\$822,892,000
SDB \$	\$35,267,000	\$43,084,000	\$41,863,000	\$65,279,000	\$82,968,000	\$183,114,000	\$139,988,000	\$153,349,000
8(a) \$	\$100,669,000	\$100,669,000	\$112,999,000	\$86,854,000	\$83,817,000	\$66,088,000	\$82,831,000	\$125,612,000
WOB \$	\$48,258,000	\$51,473,000	\$49,503,000	\$59,500,000	\$63,438,000	\$119,227,000	\$104,393,000	\$134,875,000
HUBZone \$							\$6,658,000	\$17,357,000
Total Pref\$	\$831,202,000	\$642,198,000	\$615,874,000	\$666,395,000	\$721,794,000	\$1,006,486,000	\$918,355,000	\$1,254,085,000
EPA	\$1,167,502,000	\$1,171,584,000	\$1,038,046,000	\$1,109,826,000	\$1,288,614,000	\$991,569,000	\$1,105,635,000	\$1,341,452,000
SB \$	\$301,765,000	\$225,429,000	\$224,176,000	\$294,655,000	\$347,484,000	\$277,681,000	\$288,023,000	\$390,715,000
SDB \$	\$6,140,000	\$16,669,000	\$27,365,000	\$33,180,000	\$53,405,000	\$23,733,000	\$28,439,000	\$40,429,000
8(a) \$	\$47,816,000	\$47,816,000	\$32,141,000	\$41,206,000	\$29,027,000	\$68,208,000	\$85,225,000	\$82,167,000
WOB \$	\$25,594,000	\$23,808,000	\$20,397,000	\$29,371,000	\$39,212,000	\$35,930,000	\$44,273,000	\$46,757,000
HUBZone \$							\$1,400,000	\$1,449,000
Total Pref\$	\$381,315,000	\$313,722,000	\$304,079,000	\$398,412,000	\$469,128,000	\$405,552,000	\$447,360,000	\$561,517,000
HUD	\$230,805,000	\$258,643,000	\$258,222,000	\$228,208,000	\$792,193,000	\$1,108,526,000	\$815,424,000	\$993,774,000
SB \$	\$34,255,000	\$63,893,000	\$32,849,000	\$93,251,000	\$265,995,000	\$427,424,000	\$291,323,000	\$377,923,000
SDB \$	\$3,755,000	\$5,970,000	\$4,135,000	\$10,191,000	\$22,758,000	\$73,412,000	\$72,124,000	\$53,454,000
8(a) \$	\$23,218,000	\$23,218,000	\$12,713,000	\$13,571,000	\$18,453,000	\$24,393,000	\$25,156,000	\$127,861,000
WOB \$	\$5,634,000	\$23,851,000	\$3,788,000	\$5,573,000	\$118,429,000	\$110,883,000	\$119,971,000	\$197,144,000
HUBZone \$							\$2,250,000	\$15,020,000
Total Pref\$	\$66,862,000	\$116,932,000	\$53,485,000	\$122,586,000	\$425,635,000	\$636,112,000	\$510,824,000	\$771,402,000
Education	\$425,856,000	\$444,964,000	\$675,283,000	\$964,857,000	\$680,817,000	\$899,296,000	\$926,071,000	\$950,954,000
SB \$	\$86,301,000	\$75,322,000	\$90,763,000	\$336,828,000	\$96,162,000	\$125,927,000	\$111,482,000	\$239,654,000
SDB \$	\$12,251,000	\$16,477,000	\$10,745,000	\$7,284,000	\$23,461,000	\$7,321,000	\$13,471,000	\$9,756,000
8(a) \$	\$21,428,000	\$21,428,000	\$26,643,000	\$18,593,000	\$14,780,000	\$44,783,000	\$4,908,000	\$7,536,000
WOB \$	\$8,433,000	\$5,643,000	\$8,551,000	\$11,824,000	\$5,911,000	\$10,204,000	\$9,427,000	\$11,069,000
HUBZone \$							\$950,000	\$512,000
Total Pref\$	\$128,413,000	\$118,870,000	\$136,702,000	\$374,529,000	\$140,314,000	\$188,235,000	\$140,238,000	\$268,527,000
SSA	\$331,901,000	\$522,479,000	\$424,718,000	\$517,652,000	\$493,505,000	\$580,302,000	\$538,292,000	\$613,144,000
SB \$	\$109,038,000	\$171,680,000	\$200,237,000	\$201,244,000	\$175,581,000	\$217,345,000	\$203,508,000	\$248,860,000
SDB \$	\$13,272,000	\$15,052,000	\$20,914,000	\$25,072,000	\$24,606,000	\$34,281,000	\$31,397,000	\$39,362,000
8(a) \$	\$56,451,000	\$56,451,000	\$50,739,000	\$58,390,000	\$47,539,000	\$42,379,000	\$53,836,000	\$63,195,000
WOB \$	\$13,366,000	\$13,813,000	\$19,308,000	\$22,962,000	\$18,961,000	\$24,690,000	\$18,517,000	\$20,240,000
HUBZone \$							\$6,009,000	\$5,659,000
Total Pref\$	\$192,127,000	\$256,996,000	\$291,198,000	\$307,668,000	\$266,687,000	\$318,695,000	\$313,267,000	\$377,316,000
OPM	\$82,793,000	\$78,368,000	\$97,379,000	\$165,486,000	\$171,271,000	\$205,075,000	\$284,658,000	\$350,295,000
SB \$	\$40,639,000	\$32,818,000	\$39,231,000	\$114,411,000	\$112,223,000	\$150,881,000	\$182,917,000	\$41,997,000
SDB \$	\$1,020,000	\$517,000	\$1,389,000	\$547,000	\$1,052,000	\$2,691,000	\$2,593,000	\$11,933,000
8(a) \$	\$3,139,000	\$3,139,000	\$3,324,000	\$7,057,000	\$6,278,000	\$5,727,000	\$5,895,000	\$7,649,000
WOB \$	\$10,527,000	\$5,905,000	\$1,467,000	\$1,211,000	\$5,063,000	\$10,302,000	\$12,362,000	\$16,654,000
HUBZone \$							\$0	\$2,000
Total Pref\$	\$55,325,000	\$42,379,000	\$45,411,000	\$123,226,000	\$124,616,000	\$169,601,000	\$203,767,000	\$78,235,000
USAID	\$668,006,000	\$363,510,000	\$68,463,000	\$342,219,000	\$431,478,000	\$455,223,000	\$542,587,000	\$344,805,000
SB \$	\$139,445,000	\$97,173,000	\$18,426,000	\$79,535,000	\$83,807,000	\$66,666,000	\$377,462,000	\$153,862,000
SDB \$	\$15,377,000	\$8,934,000	\$7,478,000	\$37,495,000	\$45,614,000	\$52,858,000	\$152,732,000	\$106,307,000
8(a) \$	\$32,128,000	\$32,128,000	\$2,858,000	\$11,426,000	\$12,258,000	\$2,047,000	\$5,591,000	\$7,205,000
WOB \$	\$16,680,000	\$20,363,000	\$4,602,000	\$15,391,000	\$19,130,000	\$23,425,000	\$19,906,000	\$11,412,000
HUBZone \$							\$0	\$0
Total Pref\$	\$203,630,000	\$158,598,000	\$33,364,000	\$143,847,000	\$160,809,000	\$144,996,000	\$555,691,000	\$278,786,000
SBA	\$11,707,000	\$31,132,000	\$35,979,000	\$32,474,000	\$44,328,000	\$42,728,000	\$71,511,000	\$45,544,000
SB \$	\$8,212,000	\$23,311,000	\$19,107,000	\$24,075,000	\$25,548,000	\$26,786,000	\$51,615,000	\$25,272,000
SDB \$	\$547,000	\$2,254,000	\$968,000	\$2,391,000	\$3,313,000	\$14,481,000	\$2,543,000	\$4,652,000
8(a) \$	\$4,307	\$17,457,000	\$14,299,000	\$16,371,000	\$13,794,000	\$5,395,000	\$13,230,000	\$14,633,000
WOB \$	\$474,000	\$3,864,000	\$5,060,000	\$4,422,000	\$6,778,000	\$3,265,000	\$5,258,000	\$8,044,000
HUBZone \$							\$119,000	\$0
Total Pref\$	\$9,237,307	\$46,886,000	\$39,434,000	\$47,259,000	\$49,433,000	\$49,927,000	\$72,765,000	\$52,601,000

## Number of Contract Actions Worksheet

	1999	2000	2001	2002		1999	2000	2001	2002
DOD					Labor				
SB #	2,514,612	2,225,019	2,621,009	2,948,963	SB #	5,788	6,964	8,321	6,817
SDB #	139,088	83,295	94,921	106,669	SDB #	533	413	700	1,451
8(a) #	47,719	39,311	36,076	30,918	8(a) #	198	218	242	378
WOB #	144,517	132,841	140,815	152,288	WOB #	335	447	381	485
HUBZone #	*	*	4,299	4,151	HUBZone #	*	*	14	34
Energy					State				
SB #	8,309	8,824	8,933	8,075	SB #	12,221	11,569	15,935	39,352
SDB #	1,638	565	621	601	SDB #	1,631	1,703	2,569	2,642
8(a) #	1,182	919	909	1,019	8(a) #	768	510	1,217	1,296
WOB #	702	581	854	885	WOB #	2,758	2,559	3,273	2,793
HUBZone #	*	*	86	123	HUBZone #	*	*	28	11
NASA					Commerce				
SB #	29,759	23,202	20,476	17,186	SB #	34,863	27,697	19,790	17,021
SDB #	482	1,269	1,183	959	SDB #	1,444	1,544	1,265	1,255
8(a) #	3,241	2,365	2,674	1,311	8(a) #	1,205	616	527	681
WOB #	1,774	1,393	1,830	1,585	WOB #	2,417	2,821	1,417	1,660
HUBZone #	*	*	131	82	HUBZone #	*	*	35	80
GSA					EPA				
SB #	378,295	372,503	98,677	96,755	SB #	11,352	8,575	7,303	7,922
SDB #	20,256	19,219	7,472	9,791	SDB #	1,520	475	823	329
8(a) #	8,228	4,579	4,842	4,919	8(a) #	426	795	1,163	1,040
WOB #	39,502	45,656	12,716	12,271	WOB #	1,205	856	1,032	906
HUBZone #	*	*	420	616	HUBZone #	*	*	49	47
HHS					HUD				
SB #	166,489	155,170	140,450	115,407	SB #	4,544	4,492	3,670	3,559
SDB #	13,104	16,524	11,797	13,584	SDB #	437	329	382	432
8(a) #	4,321	925	1,409	1,314	8(a) #	81	114	135	562
WOB #	13,911	16,995	9,364	7,470	WOB #	369	452	299	603
HUBZone #	*	*	841	216	HUBZone #	*	*	16	86
DVA					Education				
SB #	946,596	1,364,970	1,505,025	481,738	SB #	5,787	3,871	3,674	3,676
SDB #	51,917	53,823	55,197	33,401	SDB #	77	58	125	205
8(a) #	5,788	6,593	6,017	7,198	8(a) #	75	203	22	21
WOB #	147,488	154,838	188,140	56,760	WOB #	160	214	242	188
HUBZone #	*	*	573	1,292	HUBZone #	*	*	1	4
Justice					SSA				
SB #	266,897	303,919	286,091	275,725	SB #	51,695	99,557	85,784	70,259
SDB #	4,136	4,696	3,903	3,905	SDB #	985	10,322	2,980	1,397
8(a) #	1,013	902	656	755	8(a) #	181	191	240	221
WOB #	9,562	8,869	8,265	10,313	WOB #	1,345	9,804	7,828	4,782
HUBZone #	*	*	240	436	HUBZone #	*	*	57	64
Transp					OPM				
SB #	44,734	31,495	33,091	30,058	SB #	4,556	3,691	3,551	2,384
SDB #	1,581	886	1,163	1,333	SDB #	86	188	197	128
8(a) #	1,755	1,718	1,803	1,913	8(a) #	200	218	230	199
WOB #	1,646	1,419	1,616	1,665	WOB #	740	731	777	526
HUBZone #	*	*	253	438	HUBZone #	*	*	0	1
USDA					USAID				
SB #	266,897	130,148	92,358	115,369	SB #	873	707	1,421	968
SDB #	6,006	24,144	3,101	3,302	SDB #	157	310	596	269
8(a) #	1,617	1,599	1,772	1,750	8(a) #	48	17	36	13
WOB #	10,273	7,699	6,305	8,118	WOB #	139	112	38	23
HUBZone #	*	*	539	633	HUBZone #	*	*	0	0
Treasury					SBA				
SB #	22,261	22,436	22,847	22,511	SB #	1,011	766	595	453
SDB #	1,581	1,328	1,299	1,404	SDB #	154	162	102	68
8(a) #	675	408	795	728	8(a) #	137	83	95	77
WOB #	2,125	2,229	2,673	2,418	WOB #	201	144	107	79
HUBZone #	*	*	233	199	HUBZone #	*	*	4	0
Interior									
SB #	93,206	41,671	27,194	30,954					
SDB #	3,907	2,162	2,103	1,848					
8(a) #	1,407	1,249	1,444	1,795					
WOB #	4,138	2,096	1,941	2,569					
HUBZone #	*	*	620	753					

Goal Achievement Worksheet

	Defense	Energy	NASA	GSA	HHS	DVA	Justice	Transp	USDA	Treasury	Interior	Labor	State	Commerce	EPA	HUD	Education	SSA	OPM	USAID	SBA
1999 SB Achievement	21.16	16.67	11.93	41.53	27.39	34.89	29.5	58.08	37.96	35.67	54.24	19.45	49.14	40.83	26.97	33.58	14.12	35.58	65.52	19.42	57.63
1999 SB Goal	20.6	18	11.3	36	32.3	35	31.5	30.5	45.1	23	59	25.7	35	35	23	23	23	35	69.4	28	66.6
2000 SB Achievement	21.41	2.96	13.54	40.03	26.02	30.34	32.75	53.45	38.58	32.14	61.13	26.05	42.45	33.61	25.56	40.66	13.86	38.66	73.73	18.54	62.69
2000 SB Goal	23	5	12.4	38	32	35.5	31.5	32	43	25	57	24	36.5	40	23.5	26	23.5	35.5	66.6	28.5	55
2001 SB Achievement	20.53	2.89	14.52	43.71	31.74	29.69	30.47	54.62	49.5	34.79	57	27.76	38.62	49.2	26.05	35.73	12.04	37.81	64.26	69.57	72.18
2001 SB Goal	23	5	12.4	38	32	35.5	31.5	32	43	25	57	24	36.5	40	23.5	26	23.5	35.5	66.6	28.5	55
2002 SB Achievement	21.17	3.11	14.69	44.35	28.13	29.82	31.33	34.06	48.28	27.66	50.28	26.83	47.13	51.56	28.13	38.03	25.2	40.59	11.99	44.62	55.49
2002 SB Goal	23	3.7	17	40	30	30	30	50	43	28	58	24	40	35	23.5	30	23	32	17	28	60
2003 SB Goal	23	3.7	17	40	30	30	30	50	43	28	58	24	40	35	23.5	30	23	32	17	28	60
1999 SDB Achievement	*	2.73	2.17	6.5	2.99	3.05	4.02	5.44	3.34	7.84	4.66	2.53	2.09	6.89	4.14	2.87	3.45	4.99	0.61	10.57	7.47
1999 SDB Goal	*	2.7	1.9	3.6	10.4	2.5	2.5	3	5	2.3	4.2	5	5	5	3.5	1.5	1	5.4	0.7	3	8
2000 SDB Achievement	*	0.35	3.48	11.3	7.27	4.59	4.66	4.91	4.73	7.1	8.61	3.7	7.82	9.65	2.18	6.98	0.81	6.1	1.31	14.7	33.89
2000 SDB Goal	*	0.3	2	5.6	9.6	2.5	2.5	3	5	2.3	5	3	4	6	3.5	2	1	5.4	0.3	3	10
2001 SDB Achievement	*	0.46	2.72	8.08	5.74	4.72	25.07	5.34	4.77	5.36	11.77	7.33	9.87	11.78	2.57	8.84	1.45	5.83	0.91	28.15	3.56
2001 SDB Goal	*	0.3	2	5.6	9.6	2.5	2.5	3	5	2.3	5	3	4	6	3.5	2	1	5.4	0.3	3	10
2002 SDB Achievement	4.52	0.56	3.24	6.13	5.61	3.27	6.29	3.69	4.54	5.78	6.8	6.37	7.75	9.61	3.01	5.38	1.03	6.42	3.41	30.83	10.21
2002 SDB Goal	2.5	2.5	3.25	10	5.6	3	3.87	4.76	5	4	7.11	3.95	6.5	6.56	4.75	5.5	2.5	6.8	2.5	4.9	23.26
2003 SDB Goal	2.5	2.5	3.25	10	5.6	3	3.87	4.76	5	4	7.11	3.95	6.5	6.56	4.75	5.5	2.5	6.8	2.5	4.9	23.26
1999 8(a) Achievement	*	1.87	3.19	7.24	4.44	5.33	3.82	12.44	3.97	7.92	11.07	4.7	21.59	6.96	2.25	2.33	2.17	9.63	3.67	2.84	31.12
1999 8(a) Goal	*	2.2	2.9	6.9	4.8	3	8.2	11.5	5	5	9.5	3.8	8.8	10	6	10	4	13	4.4	7	47.9
2000 8(a) Achievement	*	0.75	3.05	3.72	3.34	4.08	3.08	12.8	4.46	3.88	8.43	5.12	14.46	3.48	6.28	2.32	4.93	7.54	2.8	0.57	12.63
2000 8(a) Goal	*	1	2.9	7.2	4.3	3	7.8	11.5	5	5	9	4.9	8.8	12	6	5	4	13	2	7	50
2001 8(a) Achievement	*	0.8	3.96	5.04	4.59	3.78	5.04	10.89	3.84	7.19	8.85	5.47	8.01	6.97	7.71	3.09	0.53	10	2.07	1.03	18.5
2001 8(a) Goal	*	1	2.9	7.2	4.3	3	7.8	11.5	5	5	9	4.9	8.8	12	6	5	4	13	2	7	50
2002 8(a) Achievement	1.44	0.96	4.12	4.25	5.18	5.22	2.98	6.77	4.48	6.44	7.06	5.8	13.68	7.87	6.13	12.87	0.79	10.31	2.18	2.09	32.13
2002 8(a) Goal	2.5	2.5	3.25	6	5.6	3	3.87	4.76	5	4	7.11	3.95	6.5	6.56	4.75	5.5	2.5	6.8	2.5	4.9	23.26
2003 8(a) Goal	2.5	2.5	3.25	6	5.6	3	3.87	4.76	5	4	7.11	3.95	6.5	6.56	4.75	5.5	2.5	6.8	2.5	4.9	23.26
1999 WOB Achievement	1.92	2.55	1.64	4.75	3.33	5.59	3.27	4.08	3.81	4.7	4.48	3.14	8.31	5.27	3.04	14.95	0.87	3.84	2.96	4.43	15.29
1999 WOB Goal	5	2.6	1.4	5	4.6	5	3	5	5	5	4.47	5.5	5	5	5	5	5	5	2.5	5	11
2000 WOB Achievement	2	0.25	2.07	3.66	3.92	4.26	3.09	4.45	2.74	5.82	4.36	4.13	3.72	6.28	3.31	10.55	1.12	4.39	5.03	6.52	7.64
2000 WOB Goal	5	0.3	1.4	5	14.1	4	3	5	5	4	5	5.2	5	5	5	5	5	5	2.4	5	8
2001 WOB Achievement	2	0.39	2.28	5.04	5.46	4.63	3.36	3.83	3.9	4.95	6.06	5.29	3.81	8.79	4	14.71	1.02	3.44	4.34	3.67	7.35
2001 WOB Goal	5	0.3	1.4	5	14.1	4	3	5	5	4	5	5.2	5	5	5	5	5	5	2.4	5	8
2002 WOB Achievement	2.67	0.52	2.52	4.06	4.88	3.86	3.34	2.61	4.49	6.12	4.97	5.14	4.86	8.45	3.49	19.84	1.16	3.3	4.75	3.31	17.66
2002 WOB Goal	5	5	5	5	5	5	5	5	5	5	5	5.2	5	6.28	5	10	5	5	5.03	5	7.64
2003 WOB Goal	5	5	5	5	5	5	5	5	5	5	5	5.2	5	6.28	5	10	5	5	5.03	5	7.64
2001 HUBZone Achievement	0.71	0.06	0.14	0.63	0.61	1.94	0.91	3.12	2.46	1.06	2.6	0.27	0.38	0.56	0.13	0.28	0.1	1.12	0	0	0.17
2001 HUBZone Goal	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
2002 HUBZone Achievement	0.53	0.15	0.2	1.04	1.26	2.93	0.72	2.23	2.22	1.21	4.06	1.57	3.41	1.09	0.11	1.51	0.05	0.92	0	0	0
2002 HUBZone Goal	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
2003 HUBZone Goal	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

\* Until FY 2002, DoD did not establish a separate 8(a) program goal.